

BEFORE THE INDIANA GAMING COMMISSION

ORIGINAL

PUBLIC HEARING  
FOR THE CONSIDERATION OF  
LICENSE RENEWALS FOR  
TRUMP INDIANA, LLC,  
AND MAJESTIC STAR, LLC

August 23, 2001

BE IT REMEMBERED that the following proceedings were had before me, TERRY M. PICKERING, a duly qualified stenotype reporter and duly commissioned officer of the State of Indiana, on Thursday, August 23, 2001, at the Genesis Convention Center, One Genesis Center Plaza, Gary, Indiana, and commencing at the hour of 11:50 a.m.

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C O M M I S S I O N   P A N E L

DONALD VOWELS, Chairman

DAVID ROSS, M.D., Commissioner

RICHARD DARKO, Commissioner

DAVID CARLTON, Commissioner

ANN BOCHNOWSKI, Commissioner

THOMAS MILCAREK, Commissioner

JACK THAR, Executive Director

BILLY HAMILTON, Staff

CYNTHIA L. DEAN, Chief Counsel

RHONDA DALTON, Administrative Secretary



1 MR. VOWELS: All right. We will go ahead and call the  
2 meeting to order. We'll show that all commissioners are  
3 present with the exception of Commissioner Swan.

4 The item on the agenda is the consideration of Majestic  
5 Star, LLC, and Trump Indiana, LLC, or Trump Indiana,  
6 Incorporated, license renewals.

7 Mayor King, will you step on up, sir. And we will  
8 start with you.

9 MAYOR KING: Good morning.

10 MR. VOWELS: Good morning.

11 MAYOR KING: Or it still is for seven minutes more.

12 First, I want to be appropriately mayoral and a good  
13 host and welcome everybody here to Gary and specifically  
14 here to the Genesis Center. Of course Commissioners  
15 Bochnowski and Ross are, I think, a bit more familiar with  
16 our city.

17 Let me start by saying that I'd like to address my  
18 remarks first in a general sense and also with respect to  
19 both the Trump and Majestic Star operations. I, speaking on  
20 behalf of the city of Gary, fully support a renewal of both  
21 of their licenses.

22 I had an opportunity to have reviewed the reports that  
23 were generated by this body laying out the numbers. I was  
24 made aware of -- in one case I think there was a swapping of  
25 numbers and what have you. And I found those to be, I

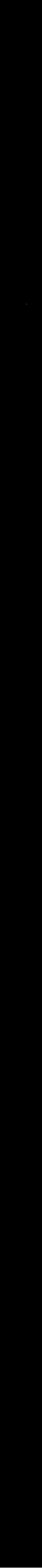


1 thought, well, first of all, very well done, and also  
2 accurate from our perspective.

3 The impact for the city of Gary by both of these  
4 businesses having become part of the economic and broader  
5 fabric of our community has been extremely positive. When I  
6 took office, it was after the licenses had been awarded but  
7 prior to the commencement of operation. And so it was a bit  
8 of a unique perspective to see it happen. When I took  
9 office, the capital budget for this city, and going back for  
10 quite a few years, had been essentially zero. Everything  
11 was devoted to operations. This contributed substantially  
12 to a degradation of infrastructure. Equipment of all sorts,  
13 just in a horrible state.

14 The city had, several years prior to my administration,  
15 been forced into the economic corner of a bond issue of, if  
16 memory serves me correctly, some six and a half million  
17 dollars simply to pay operating expenses. It was, in my  
18 view, a very, very, very ill-advised, but against the  
19 backdrop of what was, essential action. The result was  
20 almost a geometric progression of misinvestment at every  
21 level, whether it was business down to residential.

22 Public safety suffered, not only in terms of crime, but  
23 also in terms of fire and other emergency capacity and  
24 preparedness. Unemployment -- and this is not unique to the  
25 city of Gary. Unemployment mirrored the experience of urban





1 centers, vis-a-vis, the larger metropolitan areas, typically  
2 running double what the surrounding metropolitan area was.  
3 To this date, based on the last figures, some of which are  
4 still tied to post-'90 census and not incorporating the 2000  
5 census data, the average income per capita in the city of  
6 Gary is less than half of the average per capita income in  
7 the Gary metropolitan area, which is Lake, Porter, and  
8 LaPorte Counties. You know, these were the factors.

9 With the advent of casinos, No. 1, it created  
10 employment opportunities, direct employment opportunities.  
11 It started during the construction phase; and then certainly  
12 when operations commenced, there was a variety of  
13 opportunities created. The second thing it did was create a  
14 flow of people and, thereby, revenue into the city, which  
15 was absolutely unprecedented.

16 And back to the studies that -- I think at the -- under  
17 the auspices of this commission, we continue to show that  
18 the clientele, 55 percent of the clientele, coming to these  
19 businesses are from the state of Illinois; and substantial  
20 percentages in the balance of 45 percent are from outside  
21 the city of Gary, thus, importing revenue into the city.  
22 This represents an absolute 180-degree reversal of what had  
23 clearly been the trend for decades before, a trend that in  
24 other respects continues to be a challenge, not only for me,  
25 but any mayor of an urban community. And that is dollars



1 generated in the community going outside the community. And  
2 it's a struggle. It's a struggle we're having successfully,  
3 but it's a struggle to reverse that trend. The casinos did  
4 so from the first time a boat went out.

5 It also permitted an exposure particularly within the  
6 larger Chicago metropolitan area of the city of Gary in a  
7 positive light, which was unique in Chicago. And in our  
8 particular case, media and public perception in Chicago is  
9 important because our media outlets, by and large, are  
10 Chicago television, etc. So what a broader number of people  
11 hear about us, good or bad or indifferent, is in many  
12 respects dependent upon what is being reported out of  
13 Chicago.

14 The other piece this did right from the outset was a  
15 giant, highly visible, and essentially important first step  
16 for what I believe the future economic and other development  
17 of the city, what the future course has to be; and that is a  
18 reconnection with our waterfront. One of the great assets  
19 of the city is that its entire northern boundary from Cline  
20 Avenue all the way to the Porter County line is Lake  
21 Michigan.

22 Now, the movers and shakers of U.S. Steel back a  
23 hundred years ago figured that out too, and they grabbed  
24 about seven of the eleven miles of it for their facility,  
25 including the site where the casinos operate. The first



1 thing they did was build a harbor for the boats; the second  
2 thing, a plant to make the cement to build the rest of the  
3 mill. The steel industry on which this city has  
4 historically, from 1906, when it was founded, been dependent  
5 upon, in my view overly dependent upon, but dependant upon.  
6 The history, particularly from the mid- to late-1960s to the  
7 present, tells a huge, huge story about the economics for  
8 this community. And that is that where 30 years ago 25,000  
9 people earned their livelihood at U.S. Steel, today 7,500.  
10 Out of the 7,500, only 2,500, based on the last available  
11 figures, bring their paychecks home in Gary.

12 Steel production through automation, etc.,  
13 diversification, broadening foreign investment has resulted  
14 in a substantial reduction, not only in workforce, but also  
15 in the amount of land, buildings, etc., that are utilized by  
16 the facility. The point is that we have coming down the  
17 pike the opportunity, the opportunity to reconnect this city  
18 with its lakefront. The fact that the casinos located where  
19 they did made a very loud and a very significant statement  
20 about the potential success of such a strategy.

21 The number of people that are brought to the facility  
22 as it exists now has been an important, important signal to  
23 other investors. It has been an important signal to the  
24 U.S. Steel Corporation about a strategy to reinvest, to  
25 clean, to reinvest, to rebuild on some of the most



1 attractive lakefront anywhere in the Great Lakes system.

2 As my administration began, the decision was made, and  
3 it was, I believe, unanimous with the council -- and in my  
4 first term, unanimity among the council was usually in  
5 opposition to something the mayor proposed, so it does stick  
6 out in my mind -- was a devotion of these resources to  
7 capital investment in our city, not to put them into  
8 operations. The result was we were able, as of January 1st,  
9 2000, to pay off all outstanding debt of the city of Gary.

10 We had done a very thorough audit, discovering  
11 indebtedness. I think when all was told probably at or near  
12 \$20 million in immediate outstanding indebtedness. From  
13 1996 through '99, we were able to pay that down to zero and  
14 emerge January 1st of 2000, debt-free.

15 At the same time we were able to invest in public  
16 safety. Our city had several closed fire stations. We had  
17 antiquated equipment. As a result of actions taken in the  
18 utilization of these resources, we were able to rebuild and  
19 reopen Station No. 7 in the Miller community. We were able  
20 to build a new fire station, No. 2, in the midtown  
21 community. We were able to refurbish and refurnish every  
22 one of the other fire stations. We were able to purchase  
23 new equipment. And if anybody has ever priced fire  
24 equipment, sticker shock does not begin to describe what  
25 that is. That, with good leadership of our fire chief,





1 permitted us to go from one of the lowest what are called  
2 "ISO ratings" for insurance purposes, to move up two  
3 notches; and we're now anticipating a move to the top  
4 rating.

5 Public safety: Again, investment in, not only squad  
6 cars, but computerization. We have had -- in each year  
7 since the casinos have opened, we have had dramatic  
8 reductions in crime of all categories, very substantial and  
9 very continuing. We have been able to invest heavily in new  
10 street construction, new streetlighting, both in commercial  
11 areas as well as in neighborhoods.

12 We've been able to invest in programs to open up  
13 capital resources for people to obtain new homes or buy a  
14 home for the first time or to maintain owner occupancy in  
15 our neighborhoods, which is a key component to the strength  
16 of any community. We have been able to provide substantial  
17 resources, particularly for senior citizens that were in  
18 their own homes to have access to resources for repair,  
19 renovation, and upgrade of their homes.

20 Against this backdrop, we also saw both corporations  
21 become involved in the community as well. Various events  
22 that take place: The Trump scholarship program, the  
23 Majestic Star investment and support of the arts. We had a  
24 young man came up through West Side High School, a young  
25 teacher there in the arts. His dream was to start a



1 performing arts program in the city. Nothing like that  
2 existed. Both of the casinos came, witnessed the first  
3 event that was staged, and it was such a success. They had  
4 already contributed; they contributed more to it.

5 We have seen, despite predictions that this would  
6 increase criminal activity, as I mentioned before,  
7 statistically, city wide, substantial reductions across the  
8 board; but in particular in the area immediately surrounding  
9 the casino vendors, it's just not been. It's just not been  
10 an issue.

11 In fact, in the original development agreement with the  
12 Trump Corporation, it had been negotiated -- and I think  
13 mutually, I think it was a mutual desire -- that, if memory  
14 serves me, \$2.2 million would build a police facility  
15 substation out there, out there in the Buffington Harbor  
16 area. As a result of experience that, no, we're not seeing  
17 criminal activity out here and, no, people are coming to  
18 this facility in Gary, we were able to renegotiate and apply  
19 those dollars as part of an overall financing package to  
20 renovate the Mercy Hospital, not far from where we're  
21 sitting right now, to a state-of-the-art police facility.  
22 And that project is underway.

23 We were able to, with respect to Majestic Star  
24 Corporation, fairly shortly after casinos began operating, I  
25 began to have a dialogue with Lehigh Corporation, which had



1 over the years become the owner of Buffington Harbor itself,  
2 the actual harbor. Much of the land that the casinos  
3 originally purchased, in some cases leased, and then they  
4 still had 180 acres immediately east of that facility.  
5 Discussions with them yielded an agreement whereby they sold  
6 their entire holdings out there, including the harbor, to  
7 the city. The city then did an assignment with a subsidiary  
8 corporation of Don Barden. Gary New Century assigned it.  
9 The \$25 million was paid by Gary New Century. In that  
10 agreement, the city obtained one-third of the inner harbor  
11 as well as the outer harbor and for the first time added a  
12 capital asset to its portfolio of, not only a harbor, but a  
13 deep-water harbor capable of handling everything from a  
14 marina -- which the city is the last on the lake to be in  
15 the process of building -- but also giving us the option for  
16 up to and including commercial activity in the port.

17 In addition, this land, in a partnership agreement with  
18 a separate development agreement, is as we speak being  
19 cleaned environmentally, old buildings being demolished, and  
20 plans being readied for new road construction as well as  
21 hotel construction as well as retail construction so that we  
22 can broaden the economic benefit of the number of people  
23 that are coming to that site and to that venue. In  
24 addition, the activity that's taking place there as a result  
25 of these casinos being here, as a result of this additional



1 development agreement, has been marching in locked step to  
2 development and new investment in the Gary/Chicago Airport,  
3 which is immediately south of the Buffington Harbor venue.

4 We face issues, for example, at both venues, the  
5 airport and the casino venues, of rail relocation,  
6 environmental issues, etc. By being able to combine the  
7 two, we are putting together a capital program that reduces  
8 the cost across the board and maximizes the benefit. In  
9 combination, this is an unprecedented opportunity for  
10 diversification, for new investment by the private sector in  
11 economic development, not only for the benefit of the city  
12 of Gary, but, quite frankly, the scale and scope that we're  
13 talking about here I think is to the benefit of all of  
14 Northwest Indiana.

15 None of it happens, none of it happens in the first  
16 instance without, not only casinos generically being there,  
17 but without the particular relationship and the particular  
18 degree and level of corporate citizenship that these two  
19 corporations have, in fact, demonstrated over the past  
20 five-plus years.

21 Other projects underway: Where we're sitting right  
22 now, this wasn't built by casino dollars; but it was  
23 improved by the tune of more than \$5 million of casino  
24 revenues and has transformed a facility that was tired,  
25 virtually unused, into a facility that was able to bring in





1 professional basketball last year, returning again this  
2 November, as well as expand the variety and the interest of  
3 venues coming here. Whereas, before the best we could hope  
4 for was a periodic reception, banquet, we now have concerts,  
5 professional wrestling, professional boxing, as well as  
6 professional basketball, as well as desires by groups from  
7 outside the city to hold larger events here in our  
8 downtown.

9 East of where we're at, construction is underway on a  
10 minor league baseball stadium. The funding resources in  
11 part, proceeds from a bond issue that I'll discuss in a  
12 moment. But \$10 million that had previously in the Trump  
13 development agreement been earmarked for the Sheraton Hotel  
14 immediately across the street were redirected at the request  
15 of the administration toward that construction. We felt  
16 that was a higher priority and a better first step as far as  
17 revitalization of our downtown.

18 The balance of proceeds for work being done on the  
19 waterfront, work being done on the baseball stadium, work  
20 that was done here, and work to the tune of \$15 million in  
21 public safety facilities were the result of a revenue bond  
22 issue with short-term, if memory serves me, a six-year  
23 amortization period, solely backed by casino revenues. And  
24 according to the financial people that we dealt with in that  
25 process, the first of its kind in the country. Between the



1 state of fiscal health the city was able to get itself into  
2 and the reputability and the strength of these two  
3 corporations, we were able to, without property tax  
4 guarantees, without property tax backing in any way, shape,  
5 or form, get a \$31 million bond issue based upon casino  
6 revenues in this community, a virtually unprecedented  
7 injection of capital into this city. It couldn't have been  
8 done. This package totaling \$47 million, the balance of  
9 which are direct casino proceeds for this city, it couldn't  
10 have been done without the casinos because our challenge --  
11 we have a bunch of good news in terms of what we've been  
12 able to do in terms of fiscal health; but because of the  
13 continuing challenges in the steel industry, which to this  
14 day occupies 50 percent of our tax base, they have taken  
15 actions, the steel industry, for a reduction in their net  
16 assessed value, which has done a shift to the balance of  
17 property tax payers, which has created unacceptably high  
18 property tax rates, which is a battle we fight on the  
19 operation side of our budget for reduction so that we have  
20 greater competitiveness for new investment in the city.

21 But we couldn't even be taking any of the necessary  
22 steps toward the rebuilding of, not only the economy, but  
23 truly the city had we not had -- had we not had this  
24 investment and had we not had the level of support, the  
25 level of participation, the level of involvement that we've



1 had with these two corporations in particular.

2 When you see the various presentations, I would  
3 anticipate that Majestic Star will talk about in part the  
4 additional waterfront development project. I anticipate  
5 Trump will talk about the other investments that they have  
6 made. One of the side benefits in particular with the Trump  
7 organization was our being able to host last year and for  
8 this year and for -- well, this year, next year, and 2003,  
9 the Miss USA Pageant, which was a huge benefit to this  
10 city. National positive television exposure. One statistic  
11 from our department of economic development: Prior to Miss  
12 USA, I'm informed, we were getting about 1,500 hits on our  
13 web site. Immediately after the broadcast it went to  
14 90,000. And by tracking, yeah, it's people in general; but  
15 it's also developers, investors, corporations, and  
16 businesses from all over the United States and beyond.

17 Just two days ago the council finished the process  
18 whereby a Canadian firm that already has two locations in  
19 the United States, in Texas and in California, is locating a  
20 facility in Gary. Initially, it's 50 high-paying jobs. But  
21 they also intend to build their United States headquarters  
22 in Gary, and it is an area south of our airport.

23 There is interrelationship, not only because of what  
24 their presence has been and what they have done directly as  
25 corporations, it has been a concert of action, a level of



1 relationship between the city and between these corporations  
2 that has thus far given a positive and a good-news story in  
3 totality to their involvement in this community. This is  
4 why when the question is asked and the feedback to this  
5 commission as it goes through its decision-making process,  
6 from my perspective -- and, again, I've laid out the level  
7 of involvement. From my perspective, it has been an  
8 incredibly positive, positive experience for this city that  
9 I can't imagine could otherwise have been replicated within  
10 the time frame that we're talking about in terms of, in  
11 particular, the economic advantage.

12 And, frankly, that's the battleground for any urban  
13 community. The battle is economics. It's economics. It's  
14 garnering investment, retaining monies generated within the  
15 boundaries, and then bringing in and infusing capital from  
16 outside. In all three of those analyses, this relationship  
17 with the city of Gary has been a positive one, one that I  
18 anticipate will continue to grow and will continue to be a  
19 positive.

20 I hope this overview is beneficial. And I'd be happy  
21 to answer, if there were any particular questions by the  
22 commission or the staff.

23 MR. VOWELS: Not to put you on the spot, but are you  
24 asking us to renew these two licenses?

25 MAYOR KING: That's how I started, but yes.





1 MS. BOCHNOWSKI: One thing has come into my mind. We  
2 had a specific development agreement for the first five  
3 years. And you kind of alluded to some things that are  
4 ongoing. I'm thinking some of that money that they're  
5 spending is like in replacement for things that they didn't  
6 do. So for the next upcoming years, this license, if we  
7 would renew it, is good for a year. But basically we won't  
8 really be giving a serious or a strong review again for  
9 another three years. Do you have specific negotiations with  
10 the companies as to how the next three years would go?

11 MAYOR KING: Yes. Well, one thing that's critical, is  
12 a critical piece, is at a minimum -- and part of it, of  
13 course, has been, you know, frankly, trying to predict what  
14 the legislature might do -- is maintaining the -- out of the  
15 development agreement, in addition to the state-mandated  
16 allocation, the agreed -- by both the Trump and Majestic  
17 Star, the agreed additional monthly and quarterly payments  
18 to the city. In terms of the specific capital investments,  
19 whether on-site or off-site, we believe that those by  
20 agreement between the parties have been made. They have  
21 been made.

22 You know, to use an example, I'm not -- I don't think  
23 that, as I understand the sort of prospective of this  
24 relationship, that going back and negotiating another  
25 quote-unquote development agreement is what would be



1 appropriate at this point in the process. However,  
2 maintaining, maintaining the cash flow, if you will, the  
3 allocation of the revenues to the local community has been  
4 negotiated and has been agreed to between the parties. All  
5 of the other investment pieces that are ongoing are ongoing  
6 by mutual consent of the parties. But all have been  
7 specifically earmarked and applied, and all are actually  
8 works that are underway, be it the stadium, be it the public  
9 safety facility, be it the waterfront development.

10 MS. BOCHNOWSKI: Fine. Thank you.

11 MR. VOWELS: Any other questions? Thank you.

12 MAYOR KING: Thank you.

13 MR. VOWELS: There's another person that will speak to  
14 us before our break that's with the schools. Is that  
15 correct?

16 Good afternoon to you.

17 MS. GUINN: Good afternoon. I'm Mary Guinn, the  
18 Superintendent of the Gary Schools. And I first want to  
19 begin by thanking you for the opportunity to speak to you on  
20 behalf of the Trump Corporation and the Majestic Star  
21 Corporation.

22 We have had a continuing relationship with both  
23 corporations since they have been in the city of Gary. I  
24 have been superintendent for the last three years, and I  
25 have an ongoing relationship with the staff at both



1 corporations.

2 I'd like to just talk about the benefits to our  
3 children and families in Gary. First of all, when I first  
4 considered moving to the community to become the  
5 superintendent, I toured the city, and I looked at the  
6 economic conditions of the city. The one thing that  
7 impressed me about coming to the city was the fact that the  
8 Trump and Majestic Star Corporations were in the city of  
9 Gary. I had watched the development of other cities when  
10 casinos had come to town and the benefits of education for  
11 students by the infusion of casino dollars.

12 While the Gary Community School Corporation does not  
13 receive direct dollars from the casino, we derive many  
14 benefits from the casinos being in the city. The Trump  
15 Casino provides scholarships for our students on an annual  
16 basis. Twenty students receive \$5,000 scholarships every  
17 year. Each high school selects students, and most students  
18 do not have to meet the typical academic requirements of  
19 students but have to demonstrate financial need. Many of  
20 those students would not be able to attend college if it  
21 were not for those scholarships. We have also -- and these  
22 scholarships, by the way, have been afforded to students in  
23 the city of Gary and the Gary Community School Corporation  
24 for the last six years.

25 We also have a close working relationship with the



1 Trump Casino where they provide Bonds for the Best for  
2 students in the Gary Community School Corporation. It is an  
3 award program that awards students who have a minimum of a  
4 2.0 grade-point average and who demonstrate the kind of  
5 behavior and contributions of public service to the  
6 community that would ultimately benefit the community at  
7 large. We started this program without knowing whether we  
8 would be able to fund the bonds for students; and by one  
9 phone call, the Trump Corporation funded the bonds for every  
10 student for the semester; and by funding those bonds,  
11 encouraged other businesses within the city of Gary to  
12 support that program. And it's a program that is a very  
13 strong program and underway in the Gary Community School  
14 Corporation.

15 We have had many schools to be recipients of funds from  
16 both corporations, and generally it's a phone call away. I  
17 believe that the mayor indicated that our West Side Theater  
18 Guild has been the recipient of many dollars from both  
19 corporations. We have brought in entertainers to the city  
20 of Gary through the West Side Theater Guild and West Side  
21 High School, such as Bill Cosby, Ruby Dee, and Ozzie Davis.  
22 And our main attraction this year will be Ray Charles. I  
23 believe that it's probably unprecedented that a high school  
24 would be the initiator of these types of activities in the  
25 city. But because of the work with the West Side Theater





1 Guild and the help of both corporations, we have been able  
2 to bring in the entertainment.

3 And we have used the history of the arts in the city of  
4 Gary to continue to develop the arts. Our students are  
5 participating in after-school programs that support the  
6 arts, and we are trying to reclaim the long history of arts  
7 in Gary.

8 More recently the Majestic Star Casino came to us and  
9 asked us to work with them on a student incentive program,  
10 and it's called the Majestic Star Program, where students  
11 are identified as stars in their respective schools. These  
12 students have to demonstrate minimal academic performance;  
13 but more importantly, they have to provide a public service  
14 to the community that is documented and supported by adults  
15 within the community. And students are awarded prizes as a  
16 result of participating in that program. And we expect that  
17 that program will expand over the course of this next school  
18 year.

19 And while we have received those benefits as a school  
20 system, I believe that the most beneficial outcome of the  
21 corporations being in the city is what it offers to the  
22 parents of the students who attend the Gary Community School  
23 Corporation. Many of our parents are employees of both  
24 Trump Casino and the Majestic Star Casino. And because they  
25 are experiencing better financial gain as a result of the



1 employment in both corporations, then the students then are  
2 provided with better living conditions. They are provided  
3 with more support. Both corporations offer employees an  
4 opportunity to leave work and come to parent conferences and  
5 to be supportive in their child's education.

6 So we have received a number of benefits from the  
7 corporations being in the city, most importantly again the  
8 benefits to the young people. The corporations have raised  
9 the quality of life of the entire community. And as the  
10 quality of life of the parents is raised, so will the  
11 quality of life of the young people, and we can continue to  
12 replenish the community in the city of Gary.

13 I've seen it in other communities. I've seen the  
14 benefits of casinos and corporations in the city. It has  
15 again brought about a different set of expectations. It's  
16 raised the level of expectations for parents, for their  
17 education. And ultimately we believe that the continued  
18 involvement of the corporations in the city of Gary will  
19 continue to spark the economic development that is happening  
20 in the city. It will encourage the school system to move  
21 forward in building new school buildings, and we will all  
22 see the benefits of what's happening in the city as a result  
23 of the corporations.

24 So I am here today on the second day of school, the  
25 second day that we have had closed campuses for our high



1 schools, where young people cannot leave campus and go out  
2 in the community and eat lunch, to ask you to please renew  
3 the license of both Trump Casino and Majestic Star Casino  
4 for the benefit of our parents and the young people who  
5 attend school in the Gary Community School Corporation and  
6 for those of us who reside in the city of Gary.

7 Thank you. And I will answer any questions that you  
8 have.

9 MR. VOWELS: Thank you, Ms. Guinn.

10 Any questions for Ms. Guinn?

11 You mentioned that you've been here for three years.  
12 Where were you prior to that?

13 MS. GUINN: I was in Monroe, Louisiana.

14 MR. VOWELS: Okay. And there were riverboat casinos in  
15 that general area?

16 MS. GUINN: In the general area and also in Little  
17 Rock, Arkansas. I watched the Tunica situation unfold from  
18 two hours away from Tunica, Mississippi. But I saw the  
19 benefits of what happened with the educational community  
20 from the Tunica, Mississippi, casino.

21 MR. VOWELS: Thank you.

22 MR. THAR: I'd just like to make an observation. I  
23 find your remarks and your support really quite incredible  
24 and very impressive. On behalf of the commission, we thank  
25 you very much for stepping forward today.



1 MS. GUINN: Thank you.

2 MR. VOWELS: Thank you. Appreciate it.

3 We will take a lunch break, and we'll start back up in  
4 one hour. By Mr. Thar's watch, that's 1:30. That's the  
5 watch that matters.

6 (A lunch recess was taken.)

7 MR. VOWELS: All right. We will go ahead and call the  
8 meeting to order. Again, all commissioners are present,  
9 with the exception of Commissioner Swan.

10 And the first matter here at this public hearing  
11 information is Drew Klacik from SPEA. We'll get an overview  
12 of the Trump and Majestic Star report.

13 Mr. Klacik.

14 MR. KLASIK: Thank you, Commissioner.

15 My name is Drew Klacik. I'm a policy analyst with the  
16 Center for Urban Policy and Environment. We like to think  
17 we bring a rational analytical approach to conflicts and  
18 controversial issues, hoping to inform better public  
19 decision-making. I don't want to say that we always do  
20 that, but we like to believe that we do. We have served as  
21 staff for the Gaming Commission. In addition to that, we've  
22 also served the staff for the Gambling Study Impact  
23 Commission of the governor. So we like to believe we have  
24 some expertise in the area of gaming in Indiana.

25 We're gonna provide you with an overview of the





1 information contained within the five-year report. First  
2 we'll start with the Trump, solely Trump analysis, which  
3 will include both compliance information and information we  
4 have gained on workforce. And then, because of the way  
5 information is collected, we will have to address economic  
6 development issues as well as fiscal impact from a combined  
7 Trump and Majestic Star perspective.

8 In terms of compliance, Trump promised to spend  
9 approximately \$155.8 million. They promised 2.8 -- they  
10 promised to spend about \$153 million. They spent \$155.8  
11 million or \$2.8 million more than was required. About \$47.3  
12 million of that was spent locally.

13 Additionally, as the mayor talked about earlier,  
14 between \$10 million and \$16 million will be reallocated to a  
15 new baseball stadium and waterfront roadway project. To the  
16 best of my understanding, when that is completed, there will  
17 be somewhere between \$12 million and \$18 million more than  
18 was originally spent. There will be about \$16 million to  
19 \$18 million spent more than, in excess of, the original  
20 project agreement.

21 In terms of employment, the Trump --

22 MR. DARKO: Could you maybe take the microphone with  
23 you?

24 MR. KLACIK: Maybe I'll just do it from here. How's  
25 that?



1 In terms of employment, the Trump boat has exceeded  
2 both the women and minority goals. The goal for hiring of  
3 women was 52 percent. Currently there was 61 -- currently  
4 as of December 31st of last year, there was 61 percent women  
5 hiring. The minority goal was 70 percent, and they achieved  
6 that exactly with a current December 31 minority employment  
7 rate of 70 percent.

8 The one goal that was missed was the number of -- the  
9 percentage of Lake County residents to be employed. The  
10 negotiated goal was 90 percent. Currently it is 82  
11 percent. In total, over the five years that the boat's been  
12 opened, approximately five years the boat's been open, the  
13 average employment annually has been 1,222 folks. \$28.6  
14 million of wages and benefits was negotiated -- or was paid  
15 in the year 2000.

16 Negotiated incentives were included in the project  
17 development costs. In addition to that about \$24.4 million  
18 of additional revenue from a locally negotiated wage earning  
19 tax has been produced for the city of Gary.

20 In terms of workforce employment, as I said, between 80  
21 and 82 percent of the people working at the boat are from  
22 Lake County. This information is from a survey, so the  
23 number is 2 percent different based on who returned the  
24 survey. 24 percent of all the people who are working at the  
25 Trump boat reported that they were previously unemployed



1 immediately prior to beginning work at the boat. 57 percent  
2 of those who returned their survey said that they were  
3 motivated either by more money or better opportunity.

4 Actually I believe 42 percent said more money. The  
5 remainder of that group said better opportunity.

6 48 percent of the folks who returned the survey and  
7 provided us with prior wage and starting wage at the Trump  
8 boat reported that they received a raise. The median raise  
9 was \$21. We used the -- the median means the midpoint. I'm  
10 going through my statistics class for a brief second.

11 Median means the midpoint of all raises. We use that rather  
12 than average because sometimes when there are a couple  
13 outlying raises that are extraordinarily large or  
14 extraordinarily small, it distorts the average. And the  
15 median, I think, shows better what's actually gone on. So  
16 the median initial raise upon starting at Trump was \$21.

17 For those who have worked at Trump for one year or more  
18 and responded to this survey and provided this information,  
19 the average raise since starting or the median -- sorry.  
20 The median raise since starting was a little over \$6,200.

21 When you look at household income, which would include  
22 income from the Trump worker and other workers in the  
23 household, since 1996, the median household income of people  
24 working at the boat have increased by about 60 percent,  
25 moving up from about \$14,000 to about \$22,000. That's the



1 good news. It's growing way faster than the state of  
2 Indiana's median family income. On the other side of the  
3 equation, though, the median family income in Indiana is  
4 about \$43,000. So while those who work at the boat are  
5 gaining in terms of faster than the rest of Indiana, they  
6 still trail the median family income in Indiana by a large  
7 amount.

8 MR. THAR: Can I ask you a question on that?

9 MR. KLACIK: Sure.

10 MR. THAR: We're talking about the family income  
11 statewide. Does that include potentially a working husband  
12 and wife?

13 MR. KLASIK: Yes.

14 MR. THAR: We capture that information when we talk  
15 about a boat worker?

16 MR. KLACIK: Yes. Because the way we asked the  
17 question was, What is the income in your household? So, in  
18 essence, "household" would include, not necessarily just  
19 husband and wife, but could also include working children.  
20 That's the traditional report of household income.

21 MR. THAR: So you're comparing apples and apples then?

22 MR. KLACIK: Right. Yes.

23 We also looked for the Gaming Commission at the type of  
24 training employees at the boat were receiving. One of the  
25 kind of initial ideas around gaming was that this gaming job





1 would provide an opportunity or a pathway for better  
2 employment. So we wanted to see how and what type of  
3 training was being provided to boat employees. What we  
4 learned on the Trump boat was that about 57.7 percent  
5 received specific job-related training from the Trump boat,  
6 clearly not paid for out of their own pocket. It makes them  
7 better at the job they're doing today.

8 About 17.5 percent received general-skills training  
9 opportunities paid for by Trump. We asked the question in  
10 that way because general skills, one might argue, are more  
11 transferable to building your career than job -- than skills  
12 related to a specific job.

13 16.7 percent, perhaps taking advantage of the extra  
14 income they're gaining as a result of working at Trump,  
15 chose to pay for additional general training for  
16 themselves. Those numbers -- we don't know enough about  
17 training until after we've done enough boats to put those in  
18 perspective. But what we do know is what we don't know,  
19 which is we can't explain whether those numbers are as a  
20 result of employee decisions or boat decisions. So an  
21 employee can choose or not choose to pursue training, and a  
22 boat can have a policy as to how easy or not easy it is to  
23 get that training. We don't know, and I think we will  
24 attempt to discern this in future surveys what the  
25 motivation or the reason behind those numbers are.



1 MS. BOCHNOWSKI: Now, could there be an overlap, like  
2 some of the 57.7 --

3 MR. KLACIK: Yes.

4 MS. BOCHNOWSKI: Okay.

5 MR. KLACIK: There was three questions. So  
6 theoretically one person could receive all three types of  
7 training.

8 MS. BOCHNOWSKI: Okay.

9 MR. KLACIK: Thank you.

10 The rest of this information is gonna look at both  
11 boats together, and there's a reason for that. In order to  
12 learn about tourism, we had to survey employees -- or not --  
13 we had to survey patrons of the boats. Given the boarding  
14 patterns, we were surveying, in effect, in one location. So  
15 we didn't always know whether they were coming to go to  
16 Majestic Star or Trump; and, in fact, sometimes they didn't  
17 know. They only knew as they were boarding. We asked them  
18 a series of questions to determine, in essence, what they  
19 did when they came to Buffington Harbor to get on either of  
20 the boats and where they came from. And what we learned is  
21 57.6 percent are from outside of Indiana. Most of that 57.6  
22 percent or, in fact, 41 percent of the whole 100 percent are  
23 from the city of Chicago. So we are importing, in effect,  
24 dollars to Indiana through both boats: Majestic Star and  
25 Trump.



1           On the other hand, 90 percent of them said that their  
2 principal purpose for being here was to visit the boat; and  
3 only 13 percent stayed for more than eight hours. For most  
4 of these folks, the casino riverboat was the principal  
5 destination. There is not a lot of information that says at  
6 this time -- and the mayor was going over strategies that  
7 may address this. But at this time, there is not a lot of  
8 ancillary spending. Someone gets out of their car, they get  
9 on the riverboat casino, they are entertained, and then they  
10 get back in their car and they go home for the most part.

11           Another item we looked at was the economic impact, but  
12 this is the economic impact of the local tax revenue  
13 generated. So when we worked on the Gambling Study Impact  
14 Commission for the governor, we learned that there's a lot  
15 of controversy about the economic impact of the boat itself,  
16 about how much revenue is -- how much economic activity is  
17 generated by spending at the boat and spending around the  
18 boat.

19           We decided -- what we decided we wanted to look at, not  
20 that economic impact, but perhaps the bigger economic  
21 impact, which is how the city spends the hundreds of  
22 millions of dollars of local tax revenue that's left  
23 behind. And I think that's important for two reasons: One,  
24 you need to understand that there's a rather large, in fact,  
25 over a \$139 million impact in the short term of the spending



1 of that local tax revenue. So in the short-term, we get  
2 economic benefit from the locally generated tax revenue  
3 spent by the city of Gary. The other important thing --  
4 and, again, it sounded like the mayor clearly understood  
5 this -- is how one spends that money is gonna dictate how  
6 competitive the city of Gary and Northwest Indiana is in the  
7 new economy. In essence, there are strategies in spending  
8 that money that can make Gary and Northwest Indiana more  
9 competitive with the rest of the nation. So right now we  
10 can only quantify the short-term benefits. As more  
11 information becomes available, we may be able to -- we  
12 should be able to determine, how has Gary's competitiveness  
13 increased relative to similar metropolitan areas.

14 In the short-term, by spending the local taxes  
15 generated by the city, the city of Gary's spending of the  
16 local tax dollars and negotiated contributions on things, as  
17 the mayor was going over, improved streets, improved roads,  
18 airport improvements, etc., over \$139 million of economic  
19 activity has been generated in Lake County. Not in Gary  
20 alone, but in all of Lake County. In total, in direct and  
21 spin-off effects, over 2,000 jobs has been created as a  
22 result of the spending of that local tax revenue; and a  
23 little over \$49 million of payroll has been generated as a  
24 result of the spending of the local tax dollars and  
25 negotiated incentives. And I should note that the mayor was





1 accurate in that most of that money was spent on  
2 infrastructure, not on operations. And by the textbook of  
3 public finance, when you have uncertain revenue streams,  
4 that is the recommended approach.

5 The last thing we looked at in this report was the  
6 fiscal impact. And fiscal impact basically looks at net  
7 revenue in and net revenue out. So does the new costs  
8 associated with the riverboats exceed the amount of revenue  
9 generated by the riverboat or is the new revenue greater  
10 than the new costs?

11 We looked at both the city of Gary and the Gary  
12 Community School Corporation. This work was actually done  
13 by Larry DeBoer of Purdue University.

14 When we did that comparison, what Larry concluded was  
15 that, when you include local gaming taxes, the riverboats  
16 have a positive fiscal impact in one year of between \$19  
17 million and \$21 million, which means the city of Gary  
18 brought in \$19 million to \$21 million more than the new  
19 expenses that were created as a result of the boats.

20 If you take the gambling taxes away -- and this is an  
21 important point -- then there's almost a \$400,000 negative  
22 impact. The reason for that is that the gaming money is  
23 generally put into capital improvement funds, which isn't  
24 used for operations. So another way to look at this is  
25 that, in essence, it cost the city of Gary potentially



1 \$400,000 to gain \$19 million. So you can all make your own  
2 decisions about that generally speaking; but if somebody  
3 said to me, if I invest \$400,000 I can get \$19 million, I  
4 think my decision is relatively easy.

5 The Gary School Corporation doesn't see quite as  
6 dramatic an impact, but it is positive. They get between a  
7 \$27,000 and \$83,000 positive impact if you project the new  
8 enrollment. If you hold enrollment steady, the impact is  
9 much larger; and it would be \$730,000 to \$790,000. So  
10 either way the Gary Community School Corporation receives a  
11 positive fiscal impact. And by the way, this looks at tax  
12 revenue only. So as the school superintendent was going  
13 over the voluntary contributions that were included, those  
14 dollars that were given directly from the boat to the school  
15 for specific programs are not in that impact. This is tax  
16 dollars only.

17 Did you want me to talk about Majestic Star now?

18 MR. THAR: No.

19 MR. KLACIK: So that concludes this part of my  
20 presentation. I'd be happy to answer any questions.

21 MR. VOWELS: Thank you, Mr. Klasik.

22 Any questions for Mr. Klasik?

23 Thank you.

24 MR. KLACIK: Thank you.

25 MR. THAR: I might point out to anybody that's



1 interested, the report prepared by the Center for Urban  
2 Policy and Environment, both for Majestic Star as well as  
3 the Trump organization, is a public document available from  
4 the Indiana Gaming Commission. It's also available on our  
5 web site at no cost to you. That will be true with regard  
6 to all reports done by them for all riverboats on the  
7 five-year review. So for instance tomorrow, when we do  
8 Horseshoe, that report will also be available. The one for  
9 Aztar, which we did two months ago, is also available.

10 MR. VOWELS: Thank you, Mr. Thar.

11 All right. Well, now it's time for the Trump  
12 presentation.

13 Mr. Hahn, I believe you're going to handle the  
14 introductions; is that correct?

15 MR. HAHN: That's correct.

16 Good afternoon, Mr. Chairman, Commission Members, Mr.  
17 Thar, Staff. My name is Greg Hahn. I'm with Tabbert, Hahn,  
18 Earnest & Weddle, an Indianapolis-based law firm. We've  
19 been the Indiana counsel for Mr. Trump and Trump Indiana  
20 since basically the inception in 1993, and delighted to be  
21 with him all this time.

22 It's going to be my pleasure to introduce to you the  
23 Trump team, who will tell you about their development, what  
24 has transpired over the last five years, basically since the  
25 license was granted, and what's going to happen in the



1 future.

2 I do have to tell you on a personal note that after  
3 being out at the site last night and this morning and to  
4 reflect back with some of you when we were there five or six  
5 years ago, it is incredible to see what's happened out there  
6 with what was there and what is there now. And I think that  
7 is truly remarkable what Mr. Trump and his organization has  
8 done.

9 With that, I'd like to introduce to you the Trump  
10 team: Mr. Donald Trump, who is Chairman, President, and CEO  
11 of the company; Ms. Cathy Walker, who is General Manager of  
12 the property; Mr. Mark Brown, who is the Chief Operating  
13 Officer of the company; and Mr. Bob Pickus, who is General  
14 Counsel.

15 And with that, I'll turn it over to Mr. Pickus and  
16 we'll start our presentation. Thank you.

17 MR. PICKUS: Good afternoon, Chairman Vowels, Members  
18 of the Commission, Jack Thar, and Staff.

19 It's with a great deal of pride that we appear before  
20 you today asking that you renew our riverboat owner's  
21 license. This is especially meaningful for me since I  
22 actually helped deliver our first boxes of documents across  
23 the street to Gary City Hall back in 1993, beginning the  
24 process that has us here today.

25 Since this commission's unanimous vote in December of





1 1994, selecting Trump Indiana for the first riverboat  
2 license awarded in the state, we -- really all of us,  
3 including the city of Gary and this commission -- have  
4 achieved some remarkable accomplishments in a relatively  
5 short period of time.

6 In addition to acquiring the land, constructing a  
7 harbor and land-based facilities on a former industrial  
8 site, and hiring and training an entire workforce for a new  
9 industry, one of the other significant milestones that was  
10 accomplished was when Trump Indiana entered into the  
11 development agreement with the city of Gary. You heard the  
12 mayor earlier today talk about that in some detail, and I  
13 just want to add a little recap of my own if I could.

14 It was that agreement that set forth the parameters of  
15 what truly has been -- and, again, I couldn't say it and  
16 won't say it any better, I'm sure, than the mayor did. It's  
17 truly been a partnership between Trump Indiana and the city  
18 of Gary.

19 That agreement contained certain commitments on behalf  
20 of Trump Indiana, including investing a minimum of \$153  
21 million in defined economic development projects,  
22 construction of a 300-room hotel, the payment to the city in  
23 addition to the taxes required by statute of an additional  
24 3 percent of the adjusted gaming revenue for development  
25 purposes together with an additional 1 percent of adjusted



1 gaming revenue for law enforcement purposes. Also set  
2 forth, which you heard the superintendent speak to this  
3 morning -- I guess technically this afternoon -- was the  
4 creation and funding of the Trump Indiana Foundation, which  
5 is the vehicle which provides the scholarships that the  
6 superintendent spoke to.

7 To date, Trump Indiana has spent in excess of \$156  
8 million, exceeding the \$153 million commitment with still  
9 more to come.

10 Recently we broke ground for a new \$37 million garage  
11 being built together with Majestic Star. Also, pursuant to  
12 the development agreement amendment that was discussed by  
13 the mayor earlier and which this commission has reviewed and  
14 approved earlier this year, Trump Indiana will contribute,  
15 as requested by the city, another \$18 million toward  
16 construction of the city's minor league baseball stadium and  
17 two additional roadway improvement projects taking place on  
18 the lakefront development that the city is currently  
19 undertaking.

20 Upon completion of these projects, Trump Indiana will  
21 have expended in excess \$183 million in Gary, far exceeding  
22 its commitments. Moreover, the additional payments of the  
23 additional 3 and 1 percent made to the city have averaged  
24 approximately \$5 million per year. Those additional  
25 payments, by the way, are continued and pursuant to our



1 development agreement for the -- for as long as we have the  
2 privilege of conducting casino riverboat operations here in  
3 Gary. Those do not end when the other commitments of the  
4 development agreement are satisfied. That continues  
5 indefinitely pursuant to that agreement.

6 The fulfillment and exceeding of these obligations and  
7 the other accomplishments that you will hear about shortly  
8 demonstrate that Trump Indiana has lived up to its  
9 obligations of the past five years and is deserving of the  
10 privilege of continuing to do business and in contributing  
11 to the city of Gary and the state of Indiana.

12 I would now like to introduce Mark Brown, who will  
13 continue our presentation.

14 MR. BROWN: Good afternoon, Chairman, Executive  
15 Director Thar, Commission Staff. My name is Mark Brown.  
16 I'm the Chief Operating Officer of Trump Hotel Casino  
17 Resorts. I've been in this position a little over a year  
18 now. I've been in the casino industry for more than 20  
19 years. And I'm very proud to say, ten of those years  
20 working for Mr. Trump.

21 Our company has gone from being one where all three of  
22 our casinos in Atlantic City and our riverboat in Gary  
23 operate independently and often at cross purposes to being a  
24 unified company. Now with all four properties working  
25 together, we have seen significant improvement in teamwork,



1 communication, and cost-savings. As you can appreciate,  
2 none of these things could have happened without the support  
3 and dedication of the 1,000 outstanding employees that work  
4 here in Gary. More than one-third of this group have been  
5 employed by Trump Indiana for more than five years. That is  
6 unheard of. The dedication and loyalty is unheard of in  
7 this industry.

8 We have made significant changes in our focus and our  
9 operation during the past year. And as you all know, change  
10 is never easy. I have found, however, that on each and  
11 every visit our employees share a strong sense of optimism  
12 about the future of our company, and they are enthusiastic  
13 about constantly improving our guest service levels.  
14 Whether I'm here to talk about casino changes, marketing  
15 programs, or to enjoy a five-year anniversary celebration  
16 with our employees, this commitment to improvement is  
17 evident at all levels of our organization.

18 One of my primary goals in assembling a management  
19 team -- as you're gonna meet here today led by Cathy Walker,  
20 who's doing an unbelievable job -- was to ensure that we had  
21 leaders in Gary that could help us transition to a cohesive  
22 unit that was a part of the Trump family. To that end, we  
23 have made exceptional progress in instituting employment  
24 practices and other corporate procedures that are uniform  
25 through all four properties.





1           Our employees in Gary have benefited from these changes  
2 and have received improved benefit packages and new employee  
3 training opportunities. You can also see unity and  
4 consistency in our marketing and advertising efforts, which  
5 now include brand identity campaigns, cross-property player  
6 trips, and on-property signs marking the Trump family to all  
7 of our guests.

8           Trump Indiana's new management team has taken the  
9 property a new direction. Guest service improvement is an  
10 important part of everyone's workday.

11           Changing the focus of operation coupled with better  
12 marketing decisions has significantly improved our financial  
13 performance over the past six months. This improved  
14 financial performance has also given us an opportunity to  
15 improve the quality of life for our employees. One example  
16 is Patricia Hartdale, who's here today, a Gary resident who  
17 has worked at Trump Indiana since its opening. Her job with  
18 Trump just helped Patricia purchase a new car, send her son  
19 to college, and she is recently purchasing a new home. This  
20 is just one example of how everyone benefits from a stronger  
21 operation.

22           Giving back to the community, as we're talking about,  
23 plays an important role in all the Trump companies. I'm  
24 pleased to say that since 1997, Trump Indiana has awarded  
25 \$100,000 in scholarships annually through the Trump



1 Foundation. 20 Gary High School students receive \$5,000  
2 each based on their academic achievements and community  
3 involvement. Anticipating further commitment to our  
4 surrounding communities, and our superintendent of our  
5 schools, Dr. Mary Guinn has spoken to you earlier about the  
6 benefits that has been provided to our local youth.

7 I mentioned earlier that change is never easier. But  
8 with change, comes a learning experience, growth, and most  
9 importantly opportunity for everyone at our Trump Indiana  
10 Casino Hotel.

11 I'd like to thank you very, very much for allowing me  
12 to appear before you today. Thank you.

13 MS. WALKER: Good afternoon, Chairman, Commissioners,  
14 Executive Director Thar. My name's Cathy Walker and I'm the  
15 General Manager at Trump Indiana.

16 Before I begin my formal presentation today, I'd like  
17 to introduce you to the property management team. Most of  
18 them are sitting right back there, and I'd like to ask them  
19 to stand.

20 First, Mike Darley, our Vice President of Operations;  
21 Mark Dedeaux, Director of Slots; Lance Allen, Director of  
22 Table Games; Del Redd, Casino Controller; Amasa Colby,  
23 Executive Director of Administration and Security;  
24 Charolette Cook, Director of Human Resources; Bryan  
25 Prettyman, Director of Marketing; Tom Hawks, Director of



1       Surveillance; Kenji Hall, Director of Hotel; Martha Langer,  
2       Director of IT; Jim Karnuth, Director of Food and Beverage;  
3       Bob Goodman, Director of Marine Operations; and Danella  
4       Soeka, our Marketing Manager.

5               The most important asset of Trump Indiana is its  
6       employees. These individuals are the heart and soul of  
7       Trump. Our success and our future depends upon them and the  
8       service that they provide to our guests. We employ  
9       approximately 1,200 local residents. Over the past five and  
10      a half years these individuals have earned more than \$150  
11      million in wages and benefits. Our workforce as of December  
12      2000, included 70 percent minorities and 61 percent  
13      females. Almost 90 percent of our employees live in Indiana  
14      with 82 percent residing in Lake County and almost 45  
15      percent living in the city of Gary.

16             This past year we conducted an employee poll too. More  
17      than 85 percent of our employees participated. We learned  
18      that 13 percent of them were able to get off welfare, food  
19      stamps, or other forms of assistance because of their job  
20      with Trump. 55 percent are making more money than they did  
21      in other jobs. 36 percent now enjoy health-care benefits  
22      for themselves and their families that they did not have at  
23      other jobs. And 30 percent have indicated that they have  
24      learned new and more marketable skills since working for  
25      Trump. 11 percent have purchased a new home or condominium



1 within the last year. 34 percent purchased a new car, and  
2 25 percent have purchased a new computer. But I think most  
3 importantly for all of us was that 23 percent of our  
4 responding employees told us that they were able to send  
5 their children to better schools, provide better daycare, or  
6 to start to save for their children's education because of  
7 their job.

8 Another commitment that we made when we were first  
9 licensed was to continue to address and to increase our  
10 purchases from local, female, and minority businesses. In  
11 1997, the company established an equal employment business  
12 and opportunity plan and a committee to help us achieve  
13 those goals. Gary purchases for the year 1999 totaled \$19.5  
14 million. For 2000, they were \$19.6 million. I'm proud to  
15 report that for the year 2000, 13.2 percent of our qualified  
16 purchases were from minority-owned vendors, and 4.4 percent  
17 were from female-owned vendors.

18 During 2001, one of the things that the committee  
19 focused on was trying to improve our female purchasing  
20 efforts. In January 2001, along with our joint venture  
21 partner, Majestic Star, we sponsored a business fair. More  
22 than 150 persons attended that fair in spite of the snow and  
23 bad weather. We attend purchasing manager meetings and  
24 other vendor fairs in Indiana; and we're active participants  
25 in local organizations, such as the chamber of commerce, so





1 that we may have an opportunity to meet and to target  
2 vendors with product opportunity potential.

3 I'm happy to report that these efforts have helped us  
4 expand the numbers and types of minority and female vendors  
5 that we are using. Our marketing department alone during  
6 the past six months have added seven new female and/or  
7 minority vendors to our rolls. In fact, for the first six  
8 months of 2001, we have achieved minority participation of  
9 11.5 percent and female participation of 11 percent. While  
10 your staff has not yet audited these numbers, I'm certain  
11 you'll agree we've done a great job in improving our female  
12 participation.

13 We also assist the city of Gary in numerous other  
14 efforts. Two of those involve sponsorships in which we  
15 donate hundreds of thousands of dollars each year. One is  
16 the Gary Steelheads, who play here in the Genesis Center;  
17 and the other is the Miss USA Pageant. A complete list of  
18 all of our donations is available today from Ms. Soeka, who  
19 has our fifth anniversary booklet with her.

20 Trump Indiana has also established a responsible gaming  
21 committee. That committee is chaired by our vice president  
22 of operations. The committee meets on a quarterly basis and  
23 conducts and participates in educational and training  
24 programs for both the public and the employees. The  
25 committee is responsible for tracking our efforts,



1 developing collateral materials, and also for keeping  
2 statistics on the number of underage persons denied access  
3 to our casino.

4 We have also contracted with a third-party provider of  
5 employees' assistance programs, because we recognize that  
6 casino employees are susceptible to gambling disorders as  
7 well. If needed, Trump employees receive assistance at  
8 company expense for such treatment.

9 We've made great progress over the last year in  
10 improving our financial situation. With the first six  
11 months of 2001, we reported dividends of \$13.4 million as  
12 compared to \$8.8 million in 2000. We have improved our  
13 margins by implementing effective cost controls and a more  
14 profitable marketing program. Additionally, we've changed  
15 the mix and location of our slot machines and tables, and we  
16 continue to evaluate our gaming product on a daily basis.  
17 By doing this, we're able to broaden our customer base and  
18 also to provide a greater variety of games.

19 Through June 30th of this year, we have spent over \$2  
20 million on capital expenditures. These items include slot  
21 machines and computer equipment, new carpeting in our  
22 Crystal Room, new slot stools, and upgrades to our rescue  
23 boats. In addition, we will be installing a new slot system  
24 in the first half of 2002 that will cost in excess of \$2  
25 million. We hope that that will help us better service our



1 guests and market to them.

2 Most importantly, however, and Mr. Pickus mentioned,  
3 two months ago, along with our joint-venture partner,  
4 Majestic Star, we began construction on a \$37 million garage  
5 project. The garage will have 2,000 spaces, and we know  
6 that it will improve our guests' experience. We have also  
7 established a goal of spending 20 percent of those  
8 construction costs with minority contractors.

9 Finally, Trump makes significant contributions to the  
10 city of Gary, Lake County, and the state of Indiana through  
11 its tax payments. From opening until July 31 this year, the  
12 city of Gary received \$67.5 million. Lake County received  
13 \$17.8 million. The state of Indiana received more than \$153  
14 million. We also paid \$5.3 million in property taxes. We  
15 believe that those tax revenues, when added to the  
16 development agreement commitments that Mr. Pickus  
17 referenced, has had an extremely positive impact on our  
18 local community.

19 Finally, we believe that Trump Indiana's operation for  
20 the past five years has satisfied all of the legislative  
21 goals set forth in the statute when Indiana approved gaming  
22 in 1993. Trump Indiana has attempted to comply with all  
23 rules, laws, and regulations; and we will continue to do  
24 so. We think that in the past year we have strengthened our  
25 operation, and we are committed to continue on that path.



1 We are proud to be an active participant and major  
2 contributor to the successful revitalization of the city of  
3 Gary, and we're proud of the many individuals that make up  
4 the Trump family.

5 I'd now like to introduce to you Mr. Donald Trump.

6 MR. TRUMP: Thank you very much, Chairman Vowels, Jack  
7 Thar, Cindy Dean, and Staff, Commission.

8 I would like to maybe start by acknowledging a couple  
9 of people in the audience. Senator Earline Rogers has been  
10 here and with us from the beginning and we appreciate it.  
11 She's done an amazing job with respect to Gary and with  
12 respect to gaming.

13 We appreciate your being here, Senator.

14 State Representative Charles Brown, thank you very  
15 much, Charles. We appreciate it.

16 And also Mayor Scott King, who I had the privilege of  
17 hearing before. And Gwenn Adams is here representing the  
18 mayor. And I appreciate your being here very much.

19 The fact is I have very little to say after all of the  
20 numbers and the presentations, other than I'm very proud to  
21 have been a part of what's taken place. It's been an  
22 amazing experience. We've -- many of us stood on that site  
23 five or six years ago; and people were saying, How can you  
24 possibly knock down steel mills and factories where the  
25 walls were abandoned but six-feet thick with steel and





1 concrete?

2 And it was a tremendous demolition job and a tremendous  
3 building job. But it's something that's come out really,  
4 really well.

5 I want to compliment Don Barden and Majestic Star.  
6 We've had a great relationship with them for five years, and  
7 we intend to continue that really very special  
8 relationship. And I think that's one of the reasons that  
9 we're really both doing very well.

10 I'm very, very proud of the job that Cathy's done. The  
11 boat is up over 50 percent for the first six months of the  
12 year, and our business has never been better. And we look  
13 forward to being with you folks for many years, many years  
14 to come. And, again, we want to thank you for everything.

15 And I really want to compliment Jack Thar. Because we  
16 go through a lot of different things in a lot of different  
17 places, but his professionalism is at a point that I don't  
18 think I've seen before. So congratulations. I don't know  
19 if that means anything coming from me but that's okay.  
20 Thank you very much. We appreciate it.

21 MR. THAR: Thank you.

22 MR. TRUMP: And thank you. Thank you, Chairman.

23 MR. PICKUS: Thank you, Mr. Chairman and  
24 Commissioners. That concludes our presentation. We are  
25 available now or later, depending on what your agenda is,



1 Jack, for questions.

2 MR. THAR: We had as a part of your group -- is there a  
3 Moses Steel?

4 MR. STEEL: Yes.

5 MR. PICKUS: We do have a couple other members of the  
6 public who wish to address the commission.

7 MR. THAR: Since they were listed as a part of yours,  
8 we'll progress through Moses Steel, then Lou Martinez, Dawn  
9 Holiday, Christopher Morrow. We'll just move through those  
10 four.

11 MR. STEEL: Good evening to the Commission, Senator  
12 Rogers, Mr. Brown, Mr. Trump, Mr. Barden, Ladies and  
13 Gentlemen.

14 I'm here as a citizen of this community. I'm a retired  
15 steelworker with USX, and I was asked to just come and speak  
16 about some of the good things that have happened since the  
17 two corporations have been in our city. I am a retired  
18 steelworker but yet just a bit into the entertainment  
19 world. I, too, have been benefited from these two  
20 corporations. I, too, have entertained in the Crystal  
21 Ballroom and into the lounges of Trump and the Majestic  
22 facilities. And I can't tell you how proud I am to know  
23 that we have corporations here that will directly benefit  
24 our community.

25 There have been so many things said today. Everything



1 that I'm probably gonna say has been said already. But I  
2 just want to reiterate.

3 I want to reflect back in the 1980s, the late '80s and  
4 the mid-'90s, when USX was going through a lot of things,  
5 getting rid of people, laying people off. There were no  
6 jobs for our young people in this city. I retired from  
7 USX. I've seen a lot of changes in the steel corporation  
8 and in the city.

9 I am a taxpayer. I have educated my children in this  
10 community. I have taught in this system. My wife has  
11 taught in this system. And we are directly involved in  
12 getting our youth jobs. And I can't tell you how happy I am  
13 to know that there is a facility that we can direct our  
14 young people to after high school, who can go and apply for  
15 jobs. Many times we've been in the grocery store, my wife  
16 and I, and we have seen youngsters that we have taught.  
17 They come and we ask -- the first question we ask is, What  
18 are you doing these days?

19 And their reply was, I'm not doing anything. I can't  
20 find a job.

21 Well, this was back in the late '80s and mid-'90s when  
22 U.S. Steel had cut back and there were no more summer  
23 programs to hire our young people into the mills to get them  
24 through the summer.

25 And now came two corporations that we can look to and



1 have our young people go and apply for jobs. And at the  
2 time they told me, I'm not doing anything; I'm looking for a  
3 job, many, many times my wife and I have loaded our  
4 ex-students up, put them into our car, and we take them to  
5 the Trump facility for applications. And these same  
6 students that we see now are telling us that, We are  
7 gainfully employed. We have bought homes. We are sending  
8 our children to school. Everything is a lot better.

9 So that's what it's all about. I'm just speaking to  
10 what these corporations have done for this community. And  
11 I'm certainly proud of it. All the things that you have  
12 listened to this morning, and I know you're tired of  
13 listening to a lot of things, but we want to keep these  
14 corporations in our city. We need these corporations. We  
15 need Mr. Donald Trump. We need Mr. Don Barden. And we are  
16 here to urge you to please renew these licenses so we  
17 continue the progress in our city.

18 Thank you.

19 MR. VOWELS: Thank you, Mr. Steel.

20 The next person on the agenda is Lou Martinez.

21 MR. MARTINEZ: Mr. Chairman, Members of the Commission,  
22 Members of the Staff, thank you for the opportunity to  
23 provide our support and our vocal and visible support for  
24 the renewal application for Trump Casino, and as you'll see  
25 in the video a little later on, for Majestic Star Casino as





1 well.

2 I'm Lou Martinez, President of the Lake Area United  
3 Way. I've been with the United Way organization since 1979,  
4 and have been its staff president since 1995. I've also  
5 served as a member of the Gaming Impact Study Commission  
6 that the governor had a few years back representing the  
7 social services group for that commission.

8 Let me start by saying I guess timing is everything.  
9 And had this been held, had this commission hearing been  
10 held a month from today, I would have been able to come  
11 before you and say to you, in all hopes, that the Trump  
12 management team is all wet. And I say that to you because  
13 of the unique and creative way that the Trump Casino staff  
14 is getting involved in the United Way in this year's current  
15 campaign called "Dunking Directors."

16 Let me spend a little time talking about what they're  
17 going to do. Cathy Walker and Danella Soeka have come up  
18 with a game plan that said, If you contribute to the United  
19 Way, you get a vote; and you get to vote for whoever we're  
20 gonna throw overboard, as part of their annual -- or weekly  
21 plan of "Rescue Randy." So someone from the Trump  
22 organization is going overboard if they meet their goal.

23 Now if, Donald, Mr. Trump, would join in, we think that  
24 would go way over the top. We believe that you might even  
25 want to make a pledge or two.



1 MR. VOWELS: I think we could make that a condition of  
2 the license.

3 MR. MARTINEZ: But it is a well-orchestrated plan, and  
4 it is a well-defined campaign. It's fun. It's creative.  
5 It's doing the right kind of thing, so much so the evidence  
6 of that is, with just 25 percent of the pledges in right  
7 now, they're at \$22,000 with a goal of \$30,000. So we look  
8 forward to them exceeding their goal by an extreme amount of  
9 money.

10 I want to thank the management team here that Cathy had  
11 introduced earlier, because it's a management team all of  
12 which have lined up and said, Look, if this thing is  
13 successful, put my name down there. I'll be one of the  
14 candidates that you can maybe throw overboard if I get the  
15 right kind of votes. I've got to tell Cathy though that I  
16 think they're encouraging the rest of their employees to get  
17 Cathy in as the dummy to go overboard for that campaign over  
18 there.

19 But we're encouraged by that. We look for some great  
20 growth. And I tell you that because of the evidence of the  
21 management team here, of their concern and their commitment  
22 to human service conditions in Northwest Indiana. They've  
23 taken it above and beyond. They are trying to do the right  
24 kind of things, evidenced by the United Way campaign,  
25 evidenced by the other efforts that they get involved with



1 in the local community, whether it's the Quality of Life  
2 Council, The Voluntary Action Center, our board of trustees  
3 at United Way, a variety of ways that the management team  
4 from Trump has committed to this community. They are a good  
5 neighbor. They are doing the right kinds of things to help  
6 us improve the human condition and quality of life in  
7 Northwest Indiana.

8 As Drew Klasik had said to you earlier, 24 percent of  
9 the people that had never worked before came and worked at  
10 the Trump Casino. I also had the pleasure several years ago  
11 of working as the chairman of the Welfare to Work initiative  
12 in Northwest Indiana, and that was at the advent of the  
13 boats coming into Northwest Indiana. As chairman of that  
14 committee, we noticed within the first years of the advent  
15 of the boats a precipitous drop in the number of enrollees  
16 on the welfare rolls in Northwest Indiana. It dropped from  
17 12,000 to 9,000. Needless to say it's evidentiary that my  
18 work is mitigated when people have a job. When people have  
19 food, clothing, and shelter and are able to take care of the  
20 immediate needs, it mitigates the need for the services and  
21 programs of the agencies that the United Way funds in this  
22 community.

23 So we're very, very thankful that they're here doing  
24 their job, creating opportunities for people, helping  
25 institutions and organizations throughout Northwest



1 Indiana. We ask for your support and your approval of the  
2 gaming licenses for both Trump and Majestic Star.

3 Thank you very much.

4 MR. VOWELS: Thank you.

5 Dawn Holiday.

6 MS. HOLIDAY: Good afternoon, Chairman, Commissioners,  
7 Staff, Senator Rogers, Mr. Trump, and Representative Brown.

8 My name is Dawn Holiday. I'm the Chair, CEO, and owner  
9 of Indiana Lakeshore. We are a certified minority and  
10 female business enterprise in the state of Indiana. And one  
11 of the reasons I asked to speak today was to speak on  
12 Trump's commitment in terms of participation of MBE/WBE and  
13 Gary firms in operation of the casino.

14 In April -- in May of 2000, the first year, we became  
15 the web development agency for Trump Casino. But I believe  
16 their commitment began quite before then.

17 We have attended numerous vendor fairs throughout the  
18 state. We began -- our introduction to the casinos was  
19 Majestic Star and then continued to speak with all the  
20 casinos in the state. And in our experience Trump Casino  
21 was the only one that truly made an effort to ensure our  
22 participation in the bid, the proposal, the quote, and then  
23 the request for services. And I thought that was an  
24 exemplary model.

25 Since then, we did receive the bid for the web





1 development site. But I really would like to commend the  
2 efforts of Trump Casino in ensuring the participation rate,  
3 especially Bryan Prettyman and Danella Soeka. Those are the  
4 two individuals that we met.

5 And one of the things I wanted to bring out is that  
6 before then, before our introduction, we had no prior  
7 relationship with any of the Trump staff. We basically came  
8 in to introduce our services just like we did all of the  
9 other casinos.

10 And I stand here today to ask for your support on the  
11 renewal of the license for Trump Casino.

12 Thank you.

13 MR. VOWELS: Thank you, Ms. Holiday.

14 Christopher Morrow.

15 MR. MORROW: I have a copy of my statements, if I may.

16 I'd like to welcome the commission to the city of  
17 Gary. I'd like to thank you for the opportunity to speak  
18 here on behalf of Trump Casino and the citizens of Gary.

19 I'm intimately involved with the community here in  
20 Northwest Indiana. And, as I say, I am the self-annointed  
21 chairman of rah-rah for Northwest Indiana, particularly  
22 Hammond, East Chicago, and Gary.

23 My name is Chris Morrow. I'm Chairman of the Board of  
24 the Mercantile National Bank located in Hammond, Indiana.  
25 I'm also proud to say the only community bank that has



1 banking facilities in the city of Gary. I'm also chairman  
2 of two other banks that our family and another family have  
3 controlling interest with a total combined group asset of  
4 over \$1.4 billion.

5 We have worked with the Trump organization for the last  
6 two years, and we are proud to say that we have helped  
7 finance both their corporate restructuring as well as the  
8 bridge financing for the long-awaited parking garage. By  
9 helping the Trump organization to restructure their  
10 financing and begin garage construction, we have helped them  
11 streamline their operation for additional improvements that  
12 will not only enhance their facilities but also increase the  
13 revenues. The revenues will increase, so does the city's  
14 receipts, the county's receipts, and the state's receipts.

15 I am born and raised in the city of Hammond and been a  
16 long-time, all-my-life resident of Northwest Indiana. I  
17 know where we were in the '80s with the steel collapse. I  
18 know where the city of Gary was just a short five years  
19 ago. The city was burdened with debt, crime, loss of  
20 businesses, and its population dropped considerably to our  
21 southern communities. I'm proud to say that thanks to  
22 gaming, and in particular the Trump Casino, the city of Gary  
23 is making a great comeback.

24 The Trump organization has hired local employees and  
25 local vendors such as myself and has extended a helping hand



1 to our community. Their top management is active in the  
2 community, and their employees earn good wages and benefits  
3 that help our local economy. The Trump organization has  
4 been there for the Lake Area United Way and many other  
5 agencies that provide human health services.

6 The Trump organization has provided the fuel for our  
7 economic revitalization, taking their current dingy  
8 industrial location and building a hotel and casino that  
9 literally brightens the lakefront. The old industrial site  
10 was not only dirty, it didn't provide public access to our  
11 most important resource, Lake Michigan.

12 We have completed our first five years. There's more  
13 work to be done. In addition, Mr. Trump and his  
14 organization have done what he said he would do plus so much  
15 more. Mr. Trump came with a promise to change our landscape  
16 from industrial to entertainment. He did just that. He not  
17 only brought gaming to us locally but he brought national  
18 recognition with the Miss USA Pageant. Gary is now  
19 highlighted on the news for bringing beautiful women and  
20 national exposure to our lakefront. In the past the news  
21 was all negative.

22 With gaming, the Trump organization has brought their  
23 share of revenue to provide the needed funds for bond  
24 repayment for the city projects, such as the Genesis Center,  
25 Gary baseball, the new Gary public safety facility, new



1 roads, new sidewalks, other infrastructure, the Gary airport  
2 maintenance facility hanger, the Gary Air Show sponsorship,  
3 and more importantly the revenue to help the city of Gary to  
4 become debt-free on January 1, 2000.

5 For a city that has no national or regional grocery  
6 store, no multiplex movie theater, no "big box" store,  
7 gaming has come and brought us resources to rebuild our city  
8 and the future.

9 Mr. Trump and his organization have lived up to their  
10 promises. Steel and manufacturing is still the life blood  
11 of our communities providing much needed jobs and national  
12 security through innovation and the backbone of the  
13 Industrial Revolution. But gaming has provided our  
14 day-to-day needs of infrastructure and a feeling of  
15 accomplishment in a short five years.

16 Health and human service needs, the arts, and much  
17 needed welfare-to-work opportunities.

18 Five years ago people from here and throughout the  
19 state thought gaming in Northwest Indiana would fail,  
20 particularly here in Gary, Indiana. People didn't  
21 understand Gary. They didn't want to. I understand Gary.  
22 Gary is a great city; and, in fact, it's the state's fourth  
23 largest.

24 Thanks to the Trump organization, we are on the road to  
25 success; and with your approval, for years to come.





1 Thank you.

2 MR. VOWELS: Thank you, Mr. Morrow.

3 MR. THAR: We're prepared to move into the Majestic  
4 Star presentation.

5 However, Senator Rogers, at some point in time today  
6 would you like to address the commission?

7 SENATOR ROGERS: Yes.

8 MR. THAR: Do you want to wait until after the Majestic  
9 Star presentation?

10 SENATOR ROGERS: (Nodding head up and down.)

11 MR. THAR: Representative Brown, would you like to  
12 address the commission at some point?

13 REPRESENTATIVE BROWN: Yes.

14 MR. THAR: Would you like to wait till after the  
15 Majestic Star presentation?

16 REPRESENTATIVE BROWN: Sure.

17 MR. THAR: Then with that in mind...

18 MR. VOWELS: So we'll have the Majestic Star  
19 presentation, Mr. Barden.

20 MR. BARDEN: Can I move this over to the center?

21 MR. THAR: If it will work.

22 (There was a pause  
23 in the proceedings.)

24 MR. GRAND: My name is Bob Grand. And I'm a partner  
25 with Barnes & Thornburg, and we've been the Indiana counsel



1 for Majestic Star since the beginning of this project.

2 You have before you our renewal license, and obviously  
3 we request your favorable consideration.

4 I would like to introduce at the table, first, Michelle  
5 Sherman, Vice President of Barden Companies; Mike Kelly,  
6 Chief Operating and Financial Officer of Majestic Star  
7 Casinos; and, of course, Mr. Don H. Barden, for a  
8 presentation to request renewal of his license.

9 Mr. Barden.

10 MR. BARDEN: Thank you, Bob.

11 Chairman Vowels; Members of the -- honorable Members of  
12 the Commission; Mr. Jack Thar; and Staff of the Commission;  
13 Senator Rogers; Representative Brown; and my neighbor and  
14 friend, Mr. Donald Trump. It's my pleasure to be here to  
15 represent the Majestic Star on this occasion for the renewal  
16 of our license.

17 We prepared a presentation that kind of gives an  
18 overview of where we've been, what we've done, and where  
19 we're going.

20 And with that, I'd like to tell you about our mission  
21 statement. And our mission at Majestic Star is a commitment  
22 to providing an entertainment gaming experience for our  
23 guests, an enriching work environment for our team members,  
24 and a good-neighbor relationship with our community.

25 Majestic Star commenced operations in June of 1996,



1 with our chartered vessel, which was rented from President  
2 Casinos, as you will recall. It contained 26,000 square  
3 feet of gaming. And, of course, we introduced our latest  
4 and greatest new Majestic Star, which some of you witnessed  
5 last night, in late 1997. Our new vessel increased our  
6 gaming capacity to 43,000 square feet of gaming space, and  
7 we can comfortably accommodate 3,000 passengers. We have  
8 1,425 slots and 50 table games. It's 360 feet by 80 feet,  
9 and it was designed by Guido Perla, a famous marine  
10 architect engineer. The \$50 million vessel was built on  
11 time and within budget.

12 Our financial highlights since our inception: We went  
13 from 1996, of net revenues, Majestic gross -- or net  
14 revenues of \$54 million to the year 2000, of \$118 million.  
15 And our last trailing 12 months, we're at \$122 million; and  
16 we expect that to exceed \$125 million for the calendar year  
17 2001.

18 You may notice a dip in our cash flow in the year  
19 2000. That was the effect of a couple of double whammies we  
20 were hit with: No. 1, dockside gaming in Illinois, as well  
21 as a horrendous December of winter weather, deep snows, and  
22 blizzards. We're optimistic though that we'll be in full  
23 recovery in terms of where we were by the end of this year.

24 The Buffington Harbor facility, which we developed in  
25 conjunction with Mr. Trump as required in our license and



1 the development agreement, spent over \$100 million to  
2 develop the Majestic Star/Trump Casino facilities. It's the  
3 largest casino complex in the Chicago metropolitan area with  
4 a total of approximately 3,200 total gaming positions. It's  
5 the only Indiana site with two casino boats staggered and  
6 staggered cruising schedules.

7 The part that we own jointly consists of a 100-acre  
8 site with much room for expansion. We're only 23 highway  
9 miles from downtown Chicago. We currently have 3,000  
10 surface parking spaces. It's a high-quality entertainment  
11 pavilion. For those of you who've been there, I'm sure you  
12 recognize that it is of such quality. It's 90,000 square  
13 feet. We have a 352-seat buffet, a 110-seat steakhouse,  
14 four kiosks, bars, lounges, and a gift shop.

15 Our development agreement with the city of Gary -- and  
16 this is what we signed on with the city with as well as  
17 sanctioned by the Gaming Commission when we got the  
18 license -- was that we were to invest \$116 million. We were  
19 going to be committed to make economic payments aggregating  
20 3 percent of our adjusted gross revenues; \$10 million of  
21 off-site development commitment; and we would endeavor to  
22 create 800 new full-time jobs. Our goal was to fill 67  
23 percent of those jobs with city residents, 90 percent with  
24 Lake County residents, and we endeavored to employ permanent  
25 workforce comprised of 70 percent minorities and 52 percent





1 females. And we would establish policies to achieve the  
2 goals of our MBE/WBE in accordance with Indiana gaming rules  
3 and the state of Indiana law.

4 If you look to see what we were committed to in our  
5 certificate of suitability versus what we actually spent  
6 over the last five years, you will see that we were  
7 committed to \$116 million in our certificate of suitability;  
8 and we actually spent \$153 million, exceeding our commitment  
9 by some \$37.6 million.

10 The city of Gary in economic incentives over the last  
11 five years have received almost \$15 million in direct  
12 payments from the Majestic Star. In our off-site  
13 development category, Majestic and myself through Gary New  
14 Century fully satisfied our obligation in September of  
15 2000. We purchased approximately 190 acres of the land  
16 adjacent to the Buffington Harbor property, which was over  
17 and above what our actual commitment was, for a cost of \$25  
18 million. Gary New Century is currently wholly owned by me  
19 and is developing a multiuse facility, which you'll hear  
20 more about in a moment.

21 Our employment statistics: We have 1,079 employees and  
22 technically employ half of the Buffington Harbor staff of  
23 180 for a total of 1,259. Indiana residents represent 89  
24 percent; Gary represents 46 percent; minority employees are  
25 73 percent; African-American, 62 percent in our facility.



1           Our purchasing practices: We actively support  
2 minority- and women-owned businesses.

3           Video? Just holler video when you have one.

4           We have some video.

5                   (A video was shown.)

6           MR. BARDEN: Okay. And with that, I'll ask for our  
7 General Manager and Vice President to carry forward in our  
8 presentation. Mike Kelly.

9           MR. KELLY: Thank you, Don.

10           As Don mentioned a few moments ago, one of our  
11 objectives was to hire over 800 full-time employees at  
12 Majestic Star. We, in fact, employ approximately 1,259  
13 employees. As you can see from the statistics in front of  
14 you, over 89 percent of all of those employees are residents  
15 of Indiana, and 84 percent of those are residents of Lake  
16 County.

17           With respect to our minority hiring, we're actually  
18 very proud of our statistics. In fact, you may remember a  
19 moment ago that we had a goal to hire 52 percent females and  
20 70 percent from minorities. As you can see from the numbers  
21 before you, we exceeded both of these percentages. We  
22 currently employ 60 percent of our staff is female, and 73  
23 percent is minority. Our minority employees are primarily  
24 reflective of the diversity of the Gary metropolitan area  
25 with African-Americans comprising over 62 percent of our



1 workforce, and Hispanics comprising over 9 percent of our  
2 workforce.

3 Also our management team is very diverse. And I'd like  
4 to just introduce a few of our members of management since I  
5 do see them in the room. So if you'll give me a moment of  
6 time, I see our Director of Finance, Brucetta McGhee; David  
7 Wolf, our Vice President of Finance; Chareice White, Public  
8 Relations Manager; Jimm Bjegs, our Director of Security;  
9 Judith Talbott, our Director of HR; Marlene Spencer, our  
10 Director of Cage Operations. I also see out there Mark  
11 Bennett, our Director of Slots; Dominic Ricciardelli, our  
12 Director of Table Games; our Director of Guest Services,  
13 Sylvia Maisonet; our Food and Beverage Manager, Jennifer  
14 Marko; Tamara Tolliver, our Assistant Director of  
15 Marketing. Who's sitting out there? It's a little  
16 difficult to see. Maria Bustos, Housekeeping Manager.

17 Everybody, who's out there? Oh, Jerry Potter, Director  
18 of Surveillance. And then I see Janice Russell, our  
19 Director of MIS.

20 As you can see our management also is very reflective  
21 of diversity, and we're very proud of the team we've  
22 assembled here at Majestic Star Casino.

23 Thank you, guys.

24 Moving for a moment to purchasing, we're very active in  
25 supporting the minority purchasing goals of the commission;



1 and, in fact, we're very active in supporting minority  
2 businesses. We are a founding member of the city of Gary's  
3 Diversity Purchasing Council. We are an active member of  
4 the Northwest Indiana Minority Business Council. We are  
5 also a member of the Indiana Riverboat Purchasing Managers  
6 Association, and we do conduct ongoing road shows. As  
7 recently as just only two months ago we were down in the  
8 Indianapolis area recruiting at the Black Expo as well. But  
9 practices are one thing. Statistics speak another. So  
10 let's see how we did.

11 Year 2000, which was our most recent fiscal year that  
12 we completed, as you can see, we exceeded the state goal of  
13 10 percent at 11.9 percent. And our women purchases were at  
14 7 percent. How are we doing year to date through June of  
15 this year? We're at 10.2 percent on minority purchases, and  
16 9.1 women purchases.

17 We also required our joint-venture partner that is  
18 developing the garage at Buffington Harbor to also match and  
19 exceed these statistics. As a point of reference, while we  
20 have calendar year 2000 up there, we're also proud to say  
21 that we also met the minority statistics for calendar year  
22 1999, and we also met them in 1998. And we're only one of  
23 two casinos to have met the statistics for three consecutive  
24 years in the state of Indiana.

25 Taxes: One of the things we generate at Majestic Star





1 is a lot of taxes. Since our inception through December of  
2 2000, we have generated over \$145.5 million in direct taxes  
3 to the state of Indiana, the county, and the city. \$88  
4 million of that number was paid directly to the state in the  
5 form of wage-earning taxes, admission taxes, and sales and  
6 use taxes. With respect to local taxes, we contributed over  
7 \$57 million to the city of Gary and Lake County through the  
8 wage-earned tax as well as the admission tax and the  
9 property taxes. In addition, we've reimbursed the state for  
10 an excess of \$2.6 million for those fees that were utilized  
11 to pay for the State Police that monitor our facilities here  
12 in Gary.

13 For a moment I want to just talk about the admission  
14 tax, because not only does that come back to Gary, but it  
15 also comes back to other communities in Northwest Indiana.  
16 Since our inception, over 14.1 million people have passed  
17 through our doors. We have paid \$3.00 per admission or over  
18 \$42.6 million in admission taxes. Unlike some of our  
19 competitors in the southern part of the state, in the  
20 northern part of the state all of the licensees pay the  
21 taxes directly themselves. They are not passed on to the  
22 customer. The city of Gary, of these admission taxes, has  
23 received over \$14.2 million. Lake County has also received  
24 \$14.2 million from Majestic Star's admission tax of which 25  
25 percent has been allocated to support local governments in



1 non-casino towns. The Lake County Visitors and Convention  
2 Bureau has also received over \$1.4 million of these taxes,  
3 and the State Department of Mental Health has received over  
4 \$1.4 million for the "Deal With It" program.

5 What has Gary been doing with some of the money? I  
6 know Mayor King addressed the commission earlier today.  
7 Well, with some of the money that's come directly from  
8 Majestic Star this is what the city has earmarked some of  
9 those dollars for: As you can see, for infrastructure; the  
10 city has been repaving streets. They've been doing sidewalk  
11 improvements, demolishing old and abandoned buildings to  
12 clean up the areas and make it a little bit safer. We've  
13 seen money devoted to education as well. There's been  
14 municipal development, purchasing of police and fire trucks,  
15 which the mayor spoke about earlier. Over \$3.3 million of  
16 Majestic Star's tax dollars have gone to this area. Also  
17 supporting and developing the Gary Airport, over \$2.5  
18 million. Also, additional dollars have gone to the Genesis  
19 Center, which we're in right now, over \$4.4 million to help  
20 improve, enlarge, and modernize this facility. Also, one of  
21 the things we've been doing with our tax dollars, over a  
22 million dollars has gone to the YWCA here, and also \$1.1  
23 million of Majestic's tax money was allocated to bring Miss  
24 USA to Gary as well.

25 (A video was shown.)



1           MR. KELLY: As you can see, we have a lot of our team  
2 members that are very excited to be at our property. We  
3 view our team members as the company's greatest asset. It's  
4 not just the brick and mortar; it's the people that work  
5 there.

6           Just to recap for a moment, we do employ approximately  
7 1,259 team members. This does include 50 percent of those  
8 team members at Buffington Harbor. Over 89 percent are  
9 residents of the state of Indiana. 73 percent are a  
10 minority. 60 percent are female. And we have paid in  
11 excess of \$114 million in salaries and wages since our  
12 inception. Our annual payroll exceeds over \$27.2 million.  
13 Our average wage without tips is approximately \$22,000.  
14 When one adds tip income to this, such as our dealers and  
15 food and beverage employees, that \$22,000 actually rises to  
16 almost \$26,000; and if we were to add our benefits that we  
17 pay to our employees our \$27 million becomes almost \$35  
18 million as our annual payroll with benefits.

19                   (A video was shown.)

20           MR. KELLY: As you can see again, we believe our team  
21 members are our greatest asset. When we were putting  
22 together our presentation today, one of the things we were  
23 doing was asking our team members, What are you proud of,  
24 and, What should we say?

25           And there was an overwhelming response of team members



1 that were at all levels of the organization that volunteered  
2 to be here today. Instead, we've chosen to take a couple of  
3 snapshots of people that came out and gave us their own  
4 stories without any prompting from us.

5 One of the things that we're really proud of and the  
6 team members are very grateful for as well are our team  
7 members benefits. For those of you that may not be familiar  
8 with what we offer at Majestic Star, we have a very  
9 extensive in-house training program. We have our own  
10 university known as University for the Stars. We do offer  
11 traditional benefits, such as medical, dental, vision, life,  
12 sick pay, vacation. We have a 401k plan, which you've heard  
13 about today. We have a tuition and seminar reimbursement  
14 program. We have quite a few members of our team in the  
15 local colleges and universities, not only pursuing two-year  
16 degrees, but four-year degrees and M.B.A. degrees.

17 We also have an employee program where we reward our  
18 own employees for helping to bring family members in as well  
19 as other coworkers in from other businesses to come in.

20 In 2000, we promoted almost 10 percent of our  
21 workforce. And just new this year we launched something  
22 that was rather unique in the casino industry; and to our  
23 knowledge, we're one of only two companies nationally to do  
24 this. We offer a quarterly bonus to every hourly employee  
25 that works at Majestic Star as we successively pay certain





1 financial targets. We launched that program earlier this  
2 year. Every hourly employee has, in addition to their wage,  
3 the ability to earn up to \$1,200 a year or \$300 a quarter.  
4 We had our first quarter in this program in the June  
5 quarter. We met our bonus, and every employee at Majestic  
6 Star received a bonus. There was a payout in excess of  
7 \$60,000 to the hourly team members.

8 (A video was shown.)

9 MR. KELLY: As you may recall when Mr. Barden started  
10 our presentation, one of the things we talked about was  
11 being a good neighbor, because not only do we work here, but  
12 we also live here in the community. And we are a company,  
13 we believe, that has a conscience. Not only do we offer an  
14 entertainment and gaming experience, but we promote social  
15 responsibility.

16 All team members at Majestic Star are required to go  
17 through ongoing alcohol awareness as well as responsible  
18 gaming training throughout the year. We also display signs  
19 throughout the casino as well as on all of our literature  
20 promoting responsible gaming.

21 Our security officers consistently and diligently check  
22 for underage people trying to board the boat. Last year  
23 alone we checked in excess of 206,000 IDs. There were in  
24 excess of 11,000 people that we believe did not have the  
25 proper ID or no ID. We take our role very seriously.



1           We also participate in the Responsible Gaming Week that  
2 all the casinos here in Indiana support. And we also  
3 publish a gambling hotline number on all of our collateral  
4 as well.

5           I'd like to take a moment and also tell you what we  
6 think some of the members of the community think of us as  
7 well.

8                       (A video was shown.)

9           MR. KELLY: Again, the management of Majestic Star is  
10 very active in the community. In fact, myself and many  
11 members of my management team sit on a variety of  
12 not-for-profit boards. Some of those may not be greatest  
13 exposure. We take the road sometimes less traveled, but the  
14 areas that need some assistance. And we have been involved  
15 in Lake Area United Way; Boys and Girls Club; Northwest  
16 Sickle Cell; and Gary Crisis Center, right here in Northwest  
17 Indiana; the AIDS Walk in Chicago; and a very active member  
18 of the chamber as well.

19           The company actually has established a charitable  
20 giving program beyond its local commitment. In fact, our  
21 development agreement had no commitment for local charitable  
22 giving. However, Majestic Star, since our inception, has  
23 voluntarily contributed over \$1 million to local charities  
24 in and around the Gary and Lake County areas. We also  
25 sponsor very high-profile events including the Women's Black



1 Expo; Cubs Caravan for Boys and Girls Club; the West Side  
2 Theater Guild, which we heard a lot about earlier today; the  
3 Sickie Cell Walkathon; the Lake County gun buy back; and  
4 many, many more.

5 I'd like to also just introduce you to some other  
6 community leaders.

7 (A video was shown.)

8 MR. KELLY: This is a list of some of the charities  
9 that we've been very proud to be associated with during our  
10 five years. As you can see the list is very long and very  
11 varied. Again, these are the charities that have received  
12 in excess of over \$1 million from Majestic Star since our  
13 inception.

14 We've been talking -- or I've been talking about how  
15 we've been doing over the last couple of years, where we've  
16 been. But what's very important is also where are we going  
17 as a company and what can we do for the future of Majestic  
18 Star as well as Gary and the state of Indiana?

19 And with that, I'd like to reintroduce our Chairman and  
20 CEO, Mr. Don Barden.

21 MR. BARDEN: Thank you, Michael.

22 All the things that we have achieved and accomplished,  
23 especially as it relates to minorities and women in terms of  
24 employment, in terms of upper mobility and promotions, it's  
25 been great; and we have in most cases exceeded our goals.



1 But I'm here to tell you that that's not good enough as far  
2 as I'm concerned. But we will enhance that, increase that  
3 participation, because I think it's the right thing to do.  
4 And that goes for employment, promotions, purchasing.

5 As it relates to the future, we talked earlier about  
6 Buffington Harbor Parking Associates. That's the joint  
7 venture between Trump and Majestic. With respect to the  
8 construction, which is underway, I might say finally, as we  
9 speak, we're constructing a 2,000-car parking facility.  
10 Most of you know that that parking facility is sorely  
11 needed. We have to walk several hundred feet to our  
12 facility from our surface parking lot. It's very difficult  
13 and very inconvenient for our customers. So this is  
14 something that we should have done from day one that we  
15 didn't do. Now we're trying to correct that. We think that  
16 it will be much more convenient, and our business will  
17 improve accordingly once that parking facility is completed  
18 this spring. It's costing \$37.9 million including the cost  
19 of the land and construction. We've already funded \$17  
20 million of it, and the balance is already fully funded  
21 through a loan of \$20.9 million. So we're looking forward  
22 to putting that into operation. Had it been there last  
23 December when we had the snow blizzard, I think it would  
24 have saved us several million dollars in lost business  
25 because it was just impossible to get to our gaming





1 facility.

2 Gary New Century: This is a project that I have a  
3 public-private partnership with the city of Gary on and  
4 Mayor King. We purchased 190 acres because since this site  
5 was first discovered, when the former mayor, Tom Barnes,  
6 took me out there to say, Is this a possibility for a site?  
7 And I said, Yes. And our company did the environmental, did  
8 the surveys. This was before anyone was on the scene making  
9 proposals. At our expense, I might add, to prove the  
10 feasibility of this location. First is the U.S. Steel  
11 site. That did not have access or roadways or anything  
12 else. So after a lot of hard work and an assignment of  
13 people here working on this gratis, we determined that this  
14 would be a good site. So it was my vision for the lakefront  
15 to be reclaimed that inspired me to go this next step and  
16 acquire the adjacent Lehigh property acreage for further  
17 development.

18 We have quite a bit of the projects on hand on the  
19 drawing board, which will include -- it may include hotels,  
20 retail, entertainment venues. You may have noticed if you  
21 were there that demolition has already started. Over \$3.5  
22 million of demolition work is already underway, with about a  
23 million dollars in environmental work already completed.

24 (A drawing is displayed.)

25 Our first phase will include a new hotel. You can see



1 just to the left here, that's our existing vessel. Trump's  
2 on the other side. The city is planning to put a marina  
3 here, but that will come after this is underway and after  
4 we've made improvement to the harbor so the smaller boats  
5 that will be in this marina will not get injured by the  
6 tough waves of Lake Michigan.

7 This will be a walkway leading up to the ramps to our  
8 facility, a promenade, if you will, that will run along here  
9 as well as along here, so we can enjoy the beauty of the  
10 water. There will be -- I think it's a 22- or 23-story  
11 hotel that will be first class. Right here, connecting  
12 directly, an amphitheater that will be located here in the  
13 shadow area. 7,500 seats, hard seats, theater-type seats,  
14 and 7,500 elan seats. This will be elevated.

15 And this area will be the exhibition center. I'm  
16 sorry. Well, it says exhibition center. This is the  
17 parking area for the exhibition center and other  
18 activities. And the exhibition center and hotel and  
19 amphitheater are all concentrated in this area.

20 And this will be the new highway that comes in that  
21 will provide ingress and egress and additional parking for  
22 all these other activities over and above what we're  
23 building here in the new parking garage that we're  
24 building.

25 That's a better overview of the entire site that



1 outlines what we've just described. Now you have to  
2 understand that I think there's only about 65 acres included  
3 in this first phase. We still have all this property here  
4 that we're gonna temporarily use for parking. The plan here  
5 is to dredge this out and to put condominiums and private  
6 marina activity in this area after we get rid of Marblehead  
7 or after the city does something with Marblehead in terms of  
8 relocating them and their activity.

9 So this will be a tremendous site, and we own all the  
10 way to this black line here. And there are other plans for  
11 additional expansion of this activity.

12 And this shows the floor plan of the hotel and the  
13 ballroom and shows the traffic flow and circulation. Of the  
14 existing building there that you may have noticed, we're  
15 using the first two levels of that existing building. A  
16 first floor for restrooms and concession stands and the  
17 second floor for private boxes and suites so people can  
18 enjoy the amphitheater activity, boxing and other events  
19 that we plan to have here.

20 Here is an outdoor swimming pool as well as an indoor  
21 swimming pool that will be connected. And we're talking  
22 resort-type swimming pool activity outdoors that flows into  
23 the indoor pool for wintertime use.

24 So this total first phase of this project is over \$130  
25 million that we are doing voluntarily with the help and



1 assistance and cooperation of the city of Gary.

2 These are some artistic views of somewhat how it will  
3 look with the amphitheater. This is the harbor that you see  
4 here. Here's the hotel and the convention center and the  
5 amphitheater side by side.

6 We have spent well over a million dollars in  
7 feasibility studies, marketing studies. Financial folks and  
8 lenders have been here. So all the feasibility analysis  
9 with respect to what we're planning on the hotel, the  
10 exhibition center, and the amphitheater all came in  
11 positive. So we're very encouraged by that. And hopefully  
12 all these facilities in one form or fashion will be under  
13 construction by springtime.

14 (A drawing is displayed.)

15 I'll move on to another segment of our future. As a  
16 result of our success in Gary, we've been able to form a  
17 subsidiary -- not a subsidiary company, but a restricted  
18 subsidiary of our company that has entered into a purchase  
19 agreement to buy three additional casinos: One in Tunica,  
20 Mississippi; Blackhawk, Colorado; and Las Vegas, Nevada, in  
21 downtown for \$149 million.

22 The Las Vegas property consists of a 638-room hotel  
23 with five restaurants, 1,050 slots, and 25 table games. The  
24 Blackhawk property consists of 586 slots, 6 tables, and a  
25 restaurant/lounge area. And Tunica, it's a gorgeous





1 facility, as you'll see, has a 507-room hotel, 405 brand new  
2 space parking facility, 1,215 slots, 34 table games and --  
3 and hold that picture there for a minute -- and four  
4 restaurants. Out here in this area behind here, we just  
5 authorized the state of Mississippi and the equivalent of  
6 their environment recreational department -- we turned over  
7 how many acres?

8 MR. KELLY: 71 acres.

9 MR. BARDEN: 71 acres out of our some 125 for a park  
10 and loading dock facility that will traffic people up and  
11 down the Mississippi. And this will be the only location  
12 that you can board on and off. And there'll be a park there  
13 and other attractions and activities that we've already  
14 exemplified our cooperation with the state of Mississippi  
15 and the gaming authorities. They're very excited about us  
16 coming there. And this is the crown jewel of the properties  
17 that we are acquiring.

18 This -- we call it Majestic Investor for convenience.  
19 There's no connection between Majestic Star in Gary,  
20 Indiana, except for the reference in the name. It is  
21 financed as a stand-alone company, and Majestic Star will  
22 have no financial obligations whatsoever to the new  
23 acquisition that we're making.

24 Why are we doing this? It will help us build upon the  
25 success of our Gary property, and it will give our managers



1 room for expansion and upward mobility and promotion. It  
2 allows us to continue to improve and retain talented  
3 people. It gives us economy of the scale that we can have  
4 major company and a major organization like many of the  
5 other gaming companies around the country. We will enjoy  
6 cost energies from operating four properties as opposed to  
7 one property, which will make it better for all involved;  
8 and it enhances our overall management structure, and it  
9 also supports our Gary facility because we'll have access to  
10 much more brain power and much more capital. And it  
11 strengthens us, Majestic Star, as the largest  
12 African-American-owned casino company, not only in the  
13 United States, but as far as we know in the world.

14 So with that, we are most grateful for the faith that  
15 you have put into us by giving us this license in the first  
16 place.

17 I'll recap our accomplishments. We spent \$153 million,  
18 \$37 million more than we had originally agreed to. We're on  
19 schedule with all of our incentive payments to the city.  
20 Our employment total is 1,259 employees with an annual  
21 payroll in excess of \$27 million. We've exceeded our goals  
22 for hiring women and minorities. We have met and are  
23 exceeding our MBE and WBE purchasing goals. And I said  
24 that's not enough. We're going to do better.

25 We're very active in the community, and we will



1 continue to be active in the community. We're proactive in  
2 developing programs for compulsive gamblers. We're proud to  
3 be the only casino company founded in Indiana that has grown  
4 beyond the borders of Indiana to become a national gaming  
5 company.

6 I'd like to take a moment to acknowledge this  
7 commission for the faith it put in us in awarding us a  
8 license five years ago. I'd like to acknowledge the city  
9 council for cooperating with us every step of the way and  
10 Mayor King in our public-private partnership. He's been  
11 very cooperative; and without his leadership and the  
12 council's leadership and participation, I don't think we'd  
13 be where we are today in terms of the expansion.

14 I'd like to acknowledge Mr. Thar, who's been a tough  
15 but fair regulator. And the commission should be proud of  
16 the job that he's doing on your behalf.

17 And with that, ladies and gentlemen, we respectfully  
18 request that our license be renewed.

19 Thank you.

20 MR. VOWELS: Thank you, Mr. Barden.

21 Let's turn to Drew Klacik right now and the SPEA  
22 presentation.

23 Mr. Klacik.

24 MR. KLACIK: Hello again. My name is still Drew  
25 Klacik; and unless the tenure system's been overthrown, I'm



1 still an employee of Indiana University.

2 I will just briefly go over the compliance and  
3 workforce issues. I suspect given like presentations you  
4 don't want to hear the economic development stuff the second  
5 time.

6 MR. THAR: The economical development stuff would be  
7 identical because it incorporated both riverboats so if we  
8 could just hear the first half.

9 MR. KLACIK: Okay. From a compliance perspective,  
10 you're gonna hear much the same information you heard from  
11 his presentation. The only difference is I rounded up; he  
12 rounded down.

13 So, for instance, in project development, I believe  
14 Majestic Star spent \$153.7 million, which I'm saying is \$38  
15 million more than was required. The actual number was  
16 \$37.7. I go -- after point five, I go up. About \$56  
17 million of that was spent locally.

18 In employment, Majestic Star exceeded both the women  
19 and minority goals. The actual women hiring goal was 52  
20 percent. Currently they hire 60 percent females. The  
21 minority goal was 70 percent. Currently, 73 percent of the  
22 employees are minority. They have not achieved the  
23 residency goals. The original goal was 67 percent Gary  
24 residents. There are currently 46 percent Gary residents  
25 hired by the boat. Lake County resident goal was 90





1 percent. Currently they hire 84 percent or have employed 84  
2 percent Gary residents.

3 In total over the five years the average employment on  
4 the boat was 1,215; and in the year 2000, the average -- or  
5 the wages and benefits totaled \$38.7 million. Negotiated  
6 incentives are also ahead of schedule.

7 We did a survey of the workforce just like we did for  
8 Trump. And what we learned is that 46 percent was from  
9 Gary, and 84 percent is from Lake County. 23 percent of the  
10 people that responded to the survey were unemployed prior to  
11 beginning work at Majestic Star. Almost one in four. 57  
12 percent of those who decided to come to work at Majestic  
13 Star were motivated either by more money or better  
14 opportunity. Again, relatively consistent with Trump Casino  
15 responses.

16 45 percent of all the people who were employed prior to  
17 beginning work at Majestic Star and who responded to the  
18 survey reported receiving a raise. The median or midpoint  
19 raise, though, actually was zero, which kind of makes sense  
20 because 45 percent received a raise; therefore, about 5  
21 percent made a neutral transfer meaning the median raise was  
22 zero. Since they've begun work at the boat, 71 percent of  
23 the employees who responded to the survey have received a  
24 raise, a median or midpoint raise. For those employees,  
25 over the course of the time of their employment, was



1       \$3,000.

2           When we look at household income, which is the income  
3 not just of the casino employee, but of all people in the  
4 household, the median household income of those employed at  
5 Majestic Star since 1996 has nearly doubled from \$12,000  
6 family income to \$22,000. That is a much faster rate of  
7 increase than the state; however, as with Trump, it still  
8 trails the state average of about \$43,000 of median  
9 household income. So remember 27 percent -- 23 percent  
10 unemployed and faster-than-average growth of median family  
11 income but still trailing Indiana's average -- or median  
12 family income.

13           During the survey we also asked the employees about the  
14 training opportunities they've received. 59.5 or basically  
15 60 percent reported receiving -- of those who responded  
16 reported receiving job-related training that specifically  
17 related to what they do on the boat. About 13.6 percent  
18 said that they received general-skill training which could  
19 be pursuing a master's degree, bachelor's degree, high  
20 school education, or just an individual class. About 13.6  
21 percent said they received general-skills training paid for  
22 by Majestic Star. 19.1 percent said they received  
23 general-skill training paid for by themselves. Obviously in  
24 some cases made possible because they actually have income  
25 to spend now.



1           So basically that -- those are the parts of the  
2 presentation that I think that you haven't -- that I know  
3 you haven't heard before.

4           MR. VOWELS: Thank you, Mr. Klacik.

5           Any questions for Mr. Klacik?

6           Thank you.

7           MR. THAR: Senator Rogers, Representative Brown, we  
8 would either ask for one or both of you to speak at this  
9 time or take a break and ask you to speak when we come  
10 back. Do either of you have a preference?

11          SENATOR ROGERS: Why don't you just take a break. I  
12 wouldn't want fidgeting while I was talking.

13          MR. THAR: We'll take 15 minutes, which will put it at  
14 about 3:30. Then we'll do them and then go to the members  
15 of the public that have signed up to talk and then go to the  
16 question-and-answer.

17                   (A brief recess was taken.)

18          MR. VOWELS: We'll call the meeting to order again.  
19 We're at the public-comment section regarding Trump and  
20 Majestic Star.

21          And, Senator Rogers, now that we've had our break and  
22 aren't fidgeting, if you'll come forward.

23          SENATOR ROGERS: Those comments come from the fact that  
24 I was a schoolteacher for some 38 years, and so I know what  
25 happens when people have to take breaks, and I know what the



1 attention span is like. So I just kind of thought I saw  
2 that on some of the faces of the commission.

3 MR. DARKO: Can I still put two fingers up?

4 SENATOR ROGERS: Yeah, I think they still do that.

5 Good afternoon. And let me just say that how pleasing  
6 it is for me to welcome you here and to meet again with  
7 you. It's been a long time since I think I addressed the  
8 members of the commission. We go way back. In fact, I go  
9 back even further than you, because I happen to go back to a  
10 time when this commission was just some words on a sheet of  
11 paper as we drafted the first casino bill for the state of  
12 Indiana. And I don't think that we could have, through  
13 these years, had a finer group of people, more dedicated to  
14 this industry than those persons who have served on this  
15 commission, some of you since its inception, like David and  
16 Ann and Tom and Don.

17 I remember you from back then, because I remember some  
18 of your faces when we were out at Buffington Harbor, and I  
19 think you were looking at Buffington Harbor in its infancy.  
20 And that was when Don spoke earlier about the due diligence  
21 he did on that site and how it looked in the beginning. And  
22 some of you were kind of incredulous as to whether or not  
23 that could really be turned into a place where we could do  
24 our riverboat gaming. But as someone said today, I think it  
25 was Greg Hahn with the Trump organization, the changes that





1 have occurred there have just been phenomenal and have far  
2 exceeded our wildest dreams.

3 I'm going to try and be very brief. A lot of times I  
4 have these hats that I have to shift. One is as a Gary  
5 resident and the pride that I have in terms of what this  
6 industry has done for our city. The other as a state  
7 legislator. And some of the battles that we've had to  
8 fight, Representative Brown and I have had to fight in  
9 Indianapolis, as to this industry and its rightful place in  
10 terms of what it has done for the state of Indiana. And  
11 that sometimes is a very hard sell. I'd probably like to  
12 borrow tapes from the Barden and the Trump organizations so  
13 that the next time we're making a presentation to the senate  
14 finance committee down there we can show them exactly what  
15 the numbers would reflect and that might help us to get the  
16 dockside gaming that we need to get in order to make certain  
17 that this industry stays healthy.

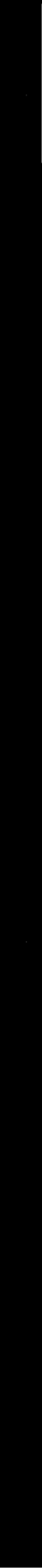
18 But with those words said -- and just let me talk about  
19 the industry as a whole in the state. I know we're doing  
20 extremely well. I had an opportunity to talk to other  
21 legislators from the Lawrenceburg area, the Evansville area,  
22 down along the Ohio River, and we know that those folks are  
23 successful and doing well. And those of us in Northwest  
24 Indiana are particularly proud of the manner in which the  
25 boats in this area work together. I saw Rick Mazer back



1       there from over in Hammond, and I am as familiar with that  
2       operation in terms of being able to call Rick with concerns  
3       of problems that I heard, as I am with the two Gary  
4       developers.

5               And so there's nothing really negative that I can say.  
6       You know, there's always, of course, room for improvement.  
7       I think that some of the numbers as it relates to minority  
8       utilization, some of those numbers certainly need to  
9       increase. I think we need to be ever mindful of the fact  
10      that the city of Gary drove this whole casino gaming process  
11      down in Indianapolis, and we drove it based upon the fact  
12      that we were trying to find jobs for this area because of  
13      the downturn in steel and because we needed a revenue stream  
14      for the city. And I think it was these two things that we  
15      talked about that enabled us to get the ear of the Indiana  
16      General Assembly. So people always wonder how Indiana,  
17      being such a conservative state, could have casino gaming in  
18      that state. And I think we have gaming in the state of  
19      Indiana based upon the case that the then-mayor, Tom Barnes,  
20      and the state legislative -- or the city legislative  
21      delegation made before the Indiana General Assembly. We  
22      made a case for the need for jobs and the need for a revenue  
23      stream in the city, and I think the state heard us.

24             We didn't get the land-based casinos that we started  
25      out trying to get; but we did get the riverboats, which have



1 certainly meant a lot in terms of revitalization of this  
2 city.

3 As to the two licensees that are here, I certainly  
4 appreciate their presence. I can remember that once we did  
5 all of the hard fighting and laid the groundwork and the  
6 city of Gary was out in front and, you know, we got the bill  
7 passed, then we looked around for developers that would be  
8 interested in coming to this city. And some of the  
9 bigger-name developers decided to go around the city of  
10 Gary. And we saw some of the bigger developers like a  
11 Circus Circus maybe courting another city or -- I can't even  
12 remember the names of some of the others that -- everybody  
13 was going around Gary, thinking that Gary would not be the  
14 place to come. In fact, I remember very specifically that  
15 what Circus Circus said was that Gary, Indiana, is not the  
16 place for -- we are a family-oriented company, and we know  
17 that people with children would not want to come to Gary,  
18 Indiana.

19 And so I'm just so proud that we had two companies that  
20 wanted to come to Gary, Indiana. And those two companies  
21 are represented here today by Don Barden and by Donald  
22 Trump. I think they have done -- certainly delivered on  
23 their promises for this city. They have people that work  
24 within their organization that are just a phone call away.

25 I try very hard not to get involved with what they're



1 doing. I tell everybody, Listen, I don't get involved in  
2 employer-employee relations, because, you know, that's just  
3 a no-win kind of a situation. But I do try to keep my ear  
4 to the ground and try to make certain that some of the  
5 reasons why we're in this business in the first place in  
6 this city and in this state is based upon the fact that we  
7 wanted to hire the people of Gary, Indiana, and that we  
8 wanted a revenue stream for the city so we can take this  
9 money and turn it into other economic development projects  
10 that would be good for the city.

11 So with that, I would just say to the commission,  
12 again, welcome to the city. I certainly am in favor of your  
13 renewing both of these licenses. This is the five-year  
14 point. People kept asking, you know, Well, how are we gonna  
15 make certain that these casinos deliver on what they  
16 promise?

17 All of the data and the information that I've heard  
18 here, they have delivered on their promises. They have more  
19 than exceeded the numbers of jobs and the amount of revenue  
20 coming in, and they have made some commitments as it relates  
21 to the future. And so three years from today you'll have a  
22 chance to look at them again, see whether or not they've  
23 made good on those commitments. And if we can predict the  
24 future by looking at the past, I'm certain that they'll be  
25 before you again in three years having made good on the





1 commitments that they've made, not only to the city of Gary,  
2 but to the state of Indiana.

3 Thank you.

4 MR. VOWELS: Thank you, Senator.

5 MR. DARKO: Senator, these hearings have been a  
6 fascinating look at five years back. I'm one of the newer  
7 members of the commission. I was not here when you all went  
8 to Buffington.

9 Do I recall correctly that you were one of the prime  
10 movers of the legislation to bring casino gambling to  
11 Indiana originally?

12 SENATOR ROGERS: Yes. I have been referred to as the  
13 mother of casino gaming for the city [sic] of Indiana, or  
14 around here it was Earline the casino queen. And at one  
15 time, you know, those were remarks that were made in  
16 ridicule. But, you know, now I can say, Uh-huh, I told you  
17 so. And as my grandson says, Na-na-na-na-na-na.

18 MR. DARKO: When did you first introduce legislation?

19 SENATOR ROGERS: In 1989. It was in 1988 that, you  
20 know, the state law changed, which allowed us to have  
21 gambling in this state. And at a meeting right across the  
22 street at 401 Broadway with Mayor Barnes and members of the  
23 legislative delegation -- I think Charlie was there.  
24 Senator Caroline Mosley, who is deceased, was there. And  
25 she filed a bill in the Senate in '89. I filed a bill in



1 the House in '89. And because it was a revenue-generating  
2 piece of legislation, it was my bill that started to move.  
3 And that first year we got 43 votes, just five short of it  
4 passing in the House. And so it gave us a good start.

5 MR. DARKO: Well, you know, I asked that question. I  
6 thought that was my recollection that you personally were  
7 largely responsible for it. You know, quite honestly, a lot  
8 of us from Indianapolis and probably further south sometimes  
9 forget that Lake County is part of Indiana. And I know  
10 that's a two-way street. Sometimes you wish you weren't  
11 part of Indiana.

12 But you personally have had a lot to do with developing  
13 an incredible addition, economic development engine for the  
14 state of Indiana. And I think -- you know, I personally  
15 want to thank you for that. When you hear the data that 75  
16 percent of the patrons come from out of the state, 90  
17 percent of the employees are within the state, you could not  
18 have invented a better economic development machine, so  
19 thank you.

20 SENATOR ROGERS: You're right. And we -- you know, we  
21 talked and we said these kinds -- these were the kinds of  
22 predictions we were making, except they weren't this. They  
23 were about half of what we actually have now in terms of  
24 revenue and where the people would come to gamble. And the  
25 fact that we have exceeded our predictions, you don't get an



1 opportunity to watch something develop and come to its  
2 fruition the way this has. And to date, you know, I just --  
3 in terms of where we were and where we are today, it's more  
4 than a dream come true.

5 MR. VOWELS: Thank you.

6 (Applause.)

7 MR. VOWELS: Representative Brown.

8 REPRESENTATIVE BROWN: Thank you, Mr. Chairman and  
9 Members of the Commission and Mr. Thar and Staff. I have a  
10 prepared statement that I'd like to read and I'll leave  
11 copies with you.

12 Prior to getting to that, I'd like to -- Senator Rogers  
13 gave you part of the history of our efforts to get gaming in  
14 Indiana. She had the misfortune of starting out in a House  
15 where we had a republican majority that was not in favor of  
16 this type of legislation. And then she then had the  
17 misfortune of leaving the House and moving to the Senate.  
18 And then at that time we had a more favorable sentiment in  
19 the House of Representatives, and for three years I carried  
20 the legislation. And we were able to get it out of the  
21 House. Then when I sent it over to her, she still ran into  
22 that same roadblock of the sentiments of the Senate in not  
23 favoring land-based casinos.

24 Ultimately, we broke that lock on the caucus, the  
25 majority caucus in the Senate. Someone came up with the



1 idea, it wasn't my idea, about the riverboats versus  
2 land-based casinos, and that we would spread it around. I  
3 don't know how it is that the majority of our colleagues  
4 felt that riverboats would be more palatable. I guess they  
5 felt that the Mafia cannot swim.

6 But the sentiments were that they did not want that  
7 influence, gaming influence, in the state of Indiana and  
8 that is the wildest thing. But yet all of us now benefit  
9 greatly from the industry that has really shined on the  
10 state of Indiana.

11 It is in a spirit of cautious optimism that I speak to  
12 you concerning the relicensure of Trump Indiana,  
13 Incorporated, as well as Majestic Star Casino, LLC.

14 The citizens of Northwest Indiana and Gary deserve to  
15 have their voices heard in the course of this license  
16 renewal process for no other region of the state was in  
17 greater need of the potential benefits of the casino  
18 industry than ours when the industry was given its first  
19 opportunities to invest in Indiana.

20 Many of the citizens I was elected to represent in the  
21 statehouse have urged me to come before you today to urge a  
22 renewed vigilance in the creation of economic opportunities  
23 and social advantages for the citizens of Gary, Indiana.

24 I have vocally, publicly, and consistently supported  
25 Indiana's casino gaming industry since its inception. This





1 support has always been predicated upon its role as a vital  
2 economic development tool for our region of the state. The  
3 very best of tools, however, is only worth having if it is  
4 used.

5 What we have before us today is information that points  
6 to some success by both Trump and Majestic Star in the areas  
7 of minority and female business development. Clearly, both  
8 of these riverboat operations are striving to meet the  
9 commitments each made even before their licenses were  
10 initially granted. In making a decision about renewing  
11 these two owners' licenses, however, it is important that we  
12 consider the degree to which they intend to maintain this  
13 effort in the future.

14 The overriding message I want to convey to the Indiana  
15 Gaming Commission is this: The Trump and Majestic Star  
16 riverboats need to incorporate better hiring practices by  
17 ensuring that the residents of our region, and mainly Gary,  
18 Indiana, receive a higher percentage of the job  
19 opportunities related to these two operations.

20 Economic development and job creation were key  
21 foundation blocks in the decision to grant licenses for  
22 these two riverboats. These goals are only worth achieving  
23 if they are also tied to the hiring of local residents who  
24 can best deliver the realities of job creation and economic  
25 opportunity.



1 Permit me to exaggerate for the purpose of  
2 illustration. Imagine the negative impact that would result  
3 if the Trump and Majestic Star riverboats hired only workers  
4 who were commuting each day from, say, Detroit.

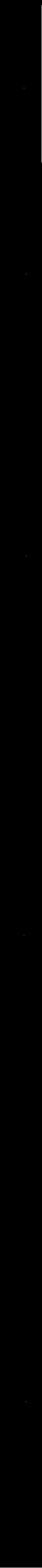
5 (Mr. Barden raises his hand.)

6 REPRESENTATIVE BROWN: No offense to Mr. Barden.

7 It is not difficult to imagine how badly our area would  
8 suffer. The current situation is not as severe as this  
9 hypothetical case, but our city is certainly not benefiting  
10 as much as it would be if more workers were hired locally.

11 Such a demonstration of good faith on the part of Trump  
12 and Majestic will go a long way towards maintaining vital  
13 support for Indiana's riverboat license owners. If it is  
14 not sufficiently implicit in the current licensing  
15 procedures, I would certainly welcome the opportunity to  
16 work with the Indiana Gaming Commission, representatives of  
17 these two licenses, as well as my colleagues in the General  
18 Assembly to provide the necessary statutory guidance.

19 For far too long the citizens of Gary have shouldered  
20 tremendous burdens as social crises and economic hardships  
21 hit our region with a tremendous impact not seen anywhere  
22 else in Indiana. Whether the measuring stick is education,  
23 economic development, crime, or health care, it is a fact  
24 that Lake County and Gary have been hit hard by the new  
25 realities of the new century, a harsher set of realities



1 that belie a world seemingly less concerned about the plight  
2 of the individual worker, the individual parent, the  
3 individual student, the individual victim of crime, the  
4 individual who has lost their freedom to dream of a better  
5 tomorrow.

6 These maladies are not the result of a single casual  
7 factor, and no one I know of expected the riverboat industry  
8 to be the single answer to these complex social and economic  
9 problems. But the proof is in the pudding, as they say; and  
10 there is no doubt that the significant investment of  
11 economic development dollars in our region has brought good  
12 things to Gary and Lake County.

13 We can do better as a community to support those who  
14 support us. And the owners of the Trump and Majestic Star  
15 casinos can do better.

16 I must commend Mr. Barden for his management team that  
17 is more reflective of the city of Gary and Northwest  
18 Indiana.

19 Today they have an opportunity to signal their  
20 intentions. I hope they will do so in a meaningful and  
21 substantial way by committing to hire a greater number of  
22 Gary residents in their casino operations.

23 Thank you for your consideration of my remarks. Also,  
24 in closing, this is an aside. It has something to do with  
25 today's hearing. But on an ongoing basis, I hear about the



1 commission meetings after the fact and see that there was  
2 something that has taken place or that was voted on at your  
3 commission meetings that negatively or positively impacts or  
4 would have called for input by citizens that we are totally  
5 unaware of. I have asked to be added to your mailing list.  
6 I would ask you to consider a better means of letting the  
7 wider community know when you meet and what is on your  
8 agenda in the event that there are citizens that might want  
9 to have input into your deliberations. Thank you very much.

10 MR. VOWELS: Thank you, Representative Brown.

11 (Applause.)

12 MR. VOWELS: The next person on the list is Wayne  
13 Hayden. Mr. Hayden.

14 MR. HAYDEN: Mr. Chairman, Commission, Commission Staff  
15 members, Ladies and Gentlemen, Mr. Trump, Mr. Barden, it's  
16 an honor to be here. I'm the Deputy Executive Director of  
17 the Gary/Chicago Airport. I'm here today to tell you about  
18 the support that the Trump Casino and the Majestic Star have  
19 given towards enriching the lives of the kids here in Gary,  
20 Indiana.

21 Two years ago when I took the job as executive  
22 director, I told Mayor King that I would not only ensure  
23 safe operations at the Gary/Chicago Airport, but I would use  
24 my military affiliation to give back to the community. As a  
25 major in the Illinois Air National Guard and the 20-year





1 military career that I've had, it has been my honor to work  
2 with the Tuskegee Airmen and other significant groups in  
3 enriching the lives of kids in America. Excuse me. I get  
4 emotional because I've had a blessed career. And once  
5 again, it's an honor to be part of Gary, Indiana, and the  
6 Gary/Chicago Airport.

7 Mr. Barden on two occasions paid tribute to the  
8 Tuskegee Airmen. He saluted their efforts with the youth  
9 aviation program that they've been involved in. This  
10 summer -- there's three programs that I'd quickly like to  
11 tell you about. The youth aviation summer camp where I had  
12 20 kids from the city of Gary working at the airport. But I  
13 took them on a summer camp where they toured the airport;  
14 toured O'Hare; went to Lewis University, where I'm alumni  
15 at; toured the campus and spent the night where they  
16 experienced college life and took an introductory flight on  
17 some private aircraft with instructor pilots. Then I took  
18 them to Scott Air Force Base, where I'm assigned as a  
19 commander in the Illinois Air National Guard, so they could  
20 experience what a military career could offer them as per  
21 college tuition or a full-time career.

22 Mr. Barden directed his staff, Chareice White and Jeff  
23 Bauer, to assist me with funding for that. Five kids that  
24 were on that summer camp out of twenty-three, two of them  
25 are going active duty and three of them are joining the Air



1 National Guard for college tuition and benefits. Kids right  
2 here from Gary, Indiana. And I think that's awesome that  
3 that is ongoing.

4 Also, one of the kids is involved in the Gary Flight  
5 Academy, once again with the Tuskegee Airmen where we teach  
6 kids glider and power plane flights. He soloed two weeks  
7 ago. That was from June to August. Now he's on his way to  
8 get his private pilot's license. He's the first kid that  
9 enlisted in my squadron and will be an aircraft commander  
10 while he goes to SIU to study aviation flight.

11 The last program that's gonna be ongoing -- and I  
12 already had a commitment from the Majestic Star staff --  
13 will be the Young Eagles program where kids 7 to 17 will get  
14 an introductory flight into aviation.

15 So once again, Mr. Chairman and Commission, the support  
16 of the Majestic Star, the Trump Casino with the air shows  
17 where I bring out a military recruiter -- and, Mr. Trump, I  
18 enjoyed staying at your hotel again. I appreciate that --  
19 has been outstanding. So please support them on renewing  
20 their license and help us to serve you and give back to the  
21 community. Thank you.

22 MR. VOWELS: Thank you, Mr. Hayden.

23 (Applause.)

24 MR. VOWELS: Next on our list is LaTonya Coralie  
25 [phonetic].



1 MS. CORALIS: Hello everybody and good afternoon, all  
2 distinguished guests, Mr. Trump, Mr. Barden. It's a  
3 pleasure for me to be here today. It's truly an honor.  
4 It's even more frightening than Great America. Okay.

5 But my name is LaTonya Coralism, and I am President and  
6 CEO of Elegant Bouquets, a floral design and fashion company  
7 that's locally based in Merrillville.

8 And I appear here today in favor of the Indiana Gaming  
9 Commission. I love what they're doing. I have been gone  
10 from this area for about 11 years, and I returned to the  
11 area. I'm born and raised here, but I have been gone  
12 traveling and everything. And I came back and so many  
13 changes have occurred. I forgot how to get to Miller.  
14 There was just so many new things that had come over that  
15 time when I was gone.

16 Trump Casino Hotel and Majestic Star Casino which are a  
17 part of my client base, but most importantly these entities  
18 were my very first clients. I launched my company December  
19 of 2000 with my first event at Majestic Star Casino, and the  
20 opportunity has propelled my company into venue after venue,  
21 where the caliber of guests and grandeur of events has been  
22 tremendous and awesome, thus, continuing to elevate Elegant  
23 Bouquets into more consistent opportunities.

24 And in closing, because I don't want to be before you  
25 long, when anyone dares to go into starting a business,



1 that's a very, very scary thing. And all you want is an  
2 opportunity, and that has indeed been afforded to me through  
3 the Gaming Commission. And I am very, very indeed grateful  
4 for it. Thank you.

5 MR. VOWELS: Thank you, ma'am.

6 (Applause.)

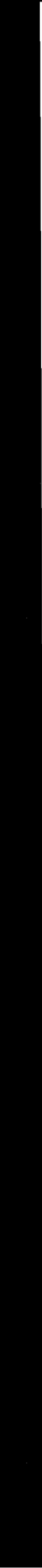
7 MR. VOWELS: Adams, Gwenn Adams.

8 MS. ADAMS: Good afternoon everybody. Commissioners,  
9 Executive Director, Mr. Barden, and Mr. Trump.

10 It's been my pleasure to have been intimately involved  
11 with this project for a very long period of time. Now when  
12 you see statistics and you're talking about money that's  
13 come back to the community, jobs that have been created, one  
14 of the things I think these guys are being modest about is  
15 their staff time. They've made available their almost  
16 immediate executive staff to work on these projects, and I  
17 cannot tell you how harrowing it's been from time to time.  
18 But nobody gave up. Nobody faltered. We continued.

19 There is another situation that's here and that is  
20 something that the Indiana Department of Environmental  
21 Management has been looking for, and that is the conversion  
22 of a brown field into new -- an adaptable kind of  
23 situation. So we're doing that right now.

24 Senator Rogers was helpful in getting us Build Indiana  
25 funds for remediation of this site, so that's underway.





1 Site preparation is underway. But we've had the senators  
2 working very hard, and we've had Mr. Barden and Mr. Trump to  
3 devote all of their staff time to this project. So if you  
4 take a look at the cost of their staff time, the cost of  
5 their time, and my time, then it's a worthwhile project.  
6 And I do hope that you will see fit to renew both of their  
7 licenses. We need them.

8 MR. VOWELS: Thank you.

9 (Applause.)

10 MR. VOWELS: Roosevelt Haywood. Roosevelt Haywood.

11 MR. HAYWOOD: Good afternoon, Chairman, Mr. Thar,  
12 Commissioners, Mr. Barden, Mr. Trump, and Staff. I'm  
13 Roosevelt Haywood, III, President of Haywood & Fleming  
14 Associates. We are an insurance and commercial -- we're a  
15 commercial insurance risk management firm located here in  
16 the city of Gary.

17 I am proud to be a citizen of Gary for these past 50  
18 years. I know you don't think I'm that old, but it's 50.

19 During my residence here, I have been involved in a  
20 number of community activities, community organizations.  
21 Just to name a few, I'm past president and current member of  
22 the Miller Business Association; past president of 100 Black  
23 Men of Gary; past board member of the Gary Chamber of  
24 Commerce, still a member; current board member of the Gary  
25 Urban League; current board member of the Leadership of



1 Northwest Indiana; as well as past president of the  
2 Independent Insurance Agents of Northwest Indiana; and  
3 finally, I'm a member of St. Timothy Community Church here.

4 For the past 17 years I've been an insurance  
5 professional here in the city. And I would have to say that  
6 the advent of the Majestic Star Casino and the Trump Casino  
7 have been a plus. To give you an example, the employment  
8 that it provides. Employed people buy insurance. Okay?  
9 All right? The businesses, the contractors, the vendors  
10 that does business with them, those businesses buy  
11 commercial insurance.

12 My own agency, I have had the benefit to participate in  
13 the insurance programs associated with the casinos. For  
14 instance, the construction of the Trump Hotel. I insured  
15 that. The venture, the joint venture of the riverboat  
16 casinos, we were able to participate with a national broker  
17 to get involved in that aspect of insuring the riverboats.  
18 Mr. Barden's lakefront development project, I'm on that  
19 risk. Prepaid legal with Majestic Star, I'm on that risk.

20 The riverboats have been what I consider a win-win  
21 situation for me as a business person but, more importantly,  
22 for the people of the city of Gary, because without them,  
23 then my business would not be able to exist.

24 So in closing, I would like for you to definitely  
25 consider renewing this economic engine for the city of Gary,



1 because without it, a lot of citizens, a lot of businesses  
2 just would not have the same level, the quality of life  
3 would not be here.

4 So I commend both casino operators, and I am sure that  
5 in the future they will continue to do a great job.

6 MR. VOWELS: Thank you, Mr. Haywood.

7 (Applause.)

8 MR. VOWELS: Steve Flowers. Mr. Flowers.

9 MR. FLOWERS: Good afternoon, Commissioners,  
10 Chairperson, and distinguished guests. I want to talk about  
11 two things quickly. I want to talk about relationships and  
12 opportunity. Going back into the mid-'90s, I can honestly  
13 say I was one of the first vendors certified in the state of  
14 Indiana. My colleagues and I saw an opportunity that with  
15 gaming being cleared to come into our area, that we wanted  
16 to be the first to clear the paperwork and become certified  
17 vendors. And also along with, you know, that endeavor  
18 clearing -- the enormous amount of paperwork getting cleared  
19 to be the first to establish a relationship with the  
20 casinos. I can honestly say my vendor -- my position was  
21 the first one to have the -- I guess, the grand opening at  
22 the casinos here in Northwest Indiana, Majestic Star.

23 Speaking of opportunity, you have to keep in mind after  
24 the enormous amount of paperwork, it's very important as  
25 vendors we have to establish some type of rapport with the



1 people who are coming in: With marketing, with general  
2 managers, and so forth. So with the persistence of my  
3 company, we were able to knock on the doors and set up  
4 appointments and to submit proposals for these big  
5 industries, and to my delight were able to establish a  
6 working relationship and provide some services in events  
7 planning and entertainment. And I can honestly say that my  
8 company has really flourished big time. From '95 until  
9 present, I've generated an enormous amount of revenue with  
10 the opportunity of meeting these people and developing a  
11 relationship and also establish some type of professional  
12 response with them.

13 You know, I always -- one thing about my company -- you  
14 know, I hate saying minority vendors because, you know, it's  
15 always professional. We always provide top-quality  
16 professionalism when doing business. In many cases your  
17 last performance or your last engagements with casinos is  
18 always a meaningful one because they always remember you.  
19 And that fact with Majestic Star, I was able to not only  
20 continue a relationship with them in the mid-'90s until the  
21 present. It's been great. It's been fantastic. My company  
22 has really grown tremendously. And, you know, my hat's off  
23 to Majestic Star for their opportunity to allow my company  
24 to thrive and to live the American dream.

25 And in closing, I want to just mention the words that





1 Michael Kelly shared with me at one of the events that I  
2 sponsored a couple years ago. He said, You know, Mr.  
3 Flowers, I know that you are a minority vendor, he said, but  
4 you provide top-quality, professional service here. And  
5 it's a pleasure doing business with you.

6 And my hat's off to both Majestic Star and Trump  
7 Indiana for the opportunities that they have given me and my  
8 company here in Northwest Indiana. Thank you.

9 MR. VOWELS: Thank you, Mr. Flowers.

10 (Applause.)

11 MR. VOWELS: We still have a number of people that have  
12 submitted requests here. It appears that we'll be able to  
13 move this along at a pretty reasonable pace with people  
14 talking about two minutes. So I think from at this point  
15 on, just so it's clear to the rest of the speakers, I will  
16 limit everyone to two minutes at the podium.

17 The next person on my list is Robert Buggs. Mr. Buggs.

18 MR. BUGGS: Good evening to Mr. Thar and the rest of  
19 the commissioners, Mr. Barden, Mr. Trump. My name is Robert  
20 Buggs, a former employee of Buffington Harbor riverboats. I  
21 started June 1st, 1996, until May 10th of 2001.

22 I'm here to speak not about my former involvement why I  
23 was terminated but because of the hiring practices. What  
24 I've prepared, since we're limited to two minutes, is a copy  
25 for each of you to read from me.



1           Also, the two Dons in the back, I can't say too much.  
2           But be that as it may, I would like to address some issues.  
3           I was raised in Mississippi; and I always said, No matter  
4           how thin a pancake, there's always two sides. My prepared  
5           document -- I'm gonna try to make it very, very brief. And  
6           it's about the hiring policies as agreed in 1996 as opposed  
7           to 2001. The first page I will read and then I will be  
8           finished. My sincere thanks to you for allowing me to voice  
9           my concerns.

10           Did you know that approximately 97 percent of  
11           African-American citizens hired by Buffington Harbor for  
12           upper-management positions was systematically terminated  
13           after the issuance of their gaming license in 1996? That  
14           hiring of Gary minority contractors to major projects and  
15           accounts with Buffington Harbor are practically nonexistent  
16           when compared to non-minority contractors outside of Lake  
17           County and the state of Indiana.

18           The persons that are responsible for this reside  
19           outside of the state -- of Lake County and outside of the  
20           state of Indiana. Now, for example, if I may, I will have  
21           to mention a name, if it's permissible, to give an example  
22           of what I'm talking about. The adverse consequences of this  
23           hiring policy, which I objected to and questioned because of  
24           the qualifications, this is just one example. A Mr. R.T.  
25           Barnum was hired. He resides in Illinois. During his



1 tenure, this is what he thinks about the citizens of Gary.  
2 He referred to the African-American citizens of Gary as  
3 sons-of-bitches. In my presence he referred to a  
4 42-year-old black female staff member as a gal, over my  
5 objections.

6 This past Saturday I was invited to a reception for the  
7 National Civil Rights Hall of Fame at Buffington Harbor  
8 property. I was reminded upon 15 minutes after I was seated  
9 I would be arrested and evicted from the property if I  
10 didn't stay with my, quote-unquote, group.

11 So I won't go on because you have the information in  
12 front of you. So I just want you to think about -- we've  
13 talked about infrastructure coming to Gary. But one thing  
14 we forgot about, the citizens of Gary itself, the impact  
15 that it had on them. The economic stability, the job  
16 security, that has not been addressed by the news media, the  
17 city council, nor anyone that I saw here today. I worked at  
18 Buffington Harbor, and the facts of which I speak are from  
19 personal experience.

20 Thank you.

21 MR. VOWELS: Thank you, sir.

22 (Applause.)

23 MR. VOWELS: The next person on the list is Milton  
24 Ward. Milton Ward. Okay. There he comes. There comes Mr.  
25 Ward.



1 MR. GRIMES: Mr. Chairman, Members of the Commission,  
2 my name is Douglas Grimes. You indicated Milton Ward was  
3 the person to speak.

4 MR. VOWELS: Right. Okay.

5 MR. GRIMES: And I had received a letter from Ms.  
6 Arnold that indicated we'd been granted five minutes. I'm  
7 speaking for the Black Agents and Brokers Agency, Inc., of  
8 Gary, Indiana.

9 And let me say at the outset, if it were left to me, I  
10 would move the commission by acclamation to vote to renew  
11 the licenses of Majestic Star Casino and Trump Casino. I  
12 think that what you've heard today are glowing reports and  
13 largely accurate reports. I don't think that there's anyone  
14 in their right mind that would suggest that given the  
15 benefits that have accrued to this community that you should  
16 deny the license renewal. So I speak in favor of the  
17 license renewal.

18 But it's just like anything else, anything that appears  
19 perfect isn't. And that's the way it is in this community  
20 with the boats.

21 I'm a lawyer, I'm a resident of the city of Gary, and I  
22 represent the Black Agents and Brokers, a minority insurance  
23 brokerage firm. BABA was awarded a contract to provide  
24 insurance for the Gary riverboats. The contract was  
25 terminated without notice. BABA has not been paid, and the





1 boats continue to count them against their MBE requirements  
2 and commitments.

3 Currently the boats are committed to spending 10  
4 percent of the dollar value of their contracts for goods and  
5 services from minority-owned businesses and 5 percent from  
6 women-owned businesses. The concern is that the use of the  
7 single approach to measure MBE compliance is in -- in all  
8 cases is deceptive and falsely inflates the benefits  
9 reportedly received by MBEs; and it allows the boats, in  
10 fact, to decrease their MBE commitment.

11 For example, my client, an insurance broker, receives a  
12 commission that represents a small percentage of the total  
13 premium paid to the insurance company providing the  
14 coverage. The amounts in that coverage and that premium  
15 amounts to several million dollars. However, the entire  
16 dollar value of the premium is counted against the boat's  
17 MBE commitment, when, in fact, in this particular case my  
18 client receives less than 10 percent of the dollar value of  
19 the premium. By counting the entire dollar value of an  
20 insurance contract toward the MBE requirement as opposed to  
21 the commission for other compensation received by the MBE,  
22 the commission and the state of Indiana give approval to a  
23 cutback in the boat's MBE commitment.

24 The point is that one size does not fit all when it  
25 comes to the 10-percent dollar value commitment made by the



1 casino boats for minority contracts. And what we would ask  
2 you to do on behalf of my clients, the only thing that we're  
3 asking you to do is to review the method used by the Indiana  
4 Department of Administration Minority Business Development  
5 and take appropriate action to ensure that the MBE  
6 commitments made by the riverboats are not reduced. That is  
7 what we're asking you to do.

8 We fully support the riverboats and the efforts that  
9 they are making, but there are areas that need your support  
10 and your concern and be translated into some form of policy  
11 that will ensure that the spirit of that legislation, which  
12 is designed to help the economic development of small  
13 disadvantaged businesses, is simply something other than a  
14 slogan.

15 Thank you.

16 MR. THAR: May I ask you to wait a second. I'm sorry.  
17 I didn't catch your name.

18 MR. GRIMES: Douglas Grimes, G-r-i-m-e-s.

19 MR. VOWELS: Thank you, Mr. Grimes.

20 MR. GRIMES: Thank you.

21 MR. THAR: Can you wait a second, Mr. Grimes.

22 MR. GRIMES: Yes.

23 MR. THAR: Thank you.

24 MR. GRIMES: I'm sorry.

25 MR. THAR: I just wanted to know how to address you.



1           The point that Mr. Grimes has made is accurate. I  
2           don't know to what extent the Department of Administration  
3           has utilized the definition of a broker or a contract  
4           representative in its audits of the MBE/WBE numbers of  
5           either of these boats. But his point, that a broker only  
6           gets credit for the amount of premium dollar that goes to  
7           the broker, is right. That's the way it should be. And we  
8           will look into that.

9           And the reason is exactly what Mr. Grimes said. If  
10          they pay a million dollars in premium and only 10 percent  
11          goes to the broker, then you've got \$900,000 worth of  
12          benefit that could have gone to other MBEs or WBEs that do  
13          not get counted if the whole premium goes in. Now if it was  
14          a minority insurance company that, in fact, took the whole  
15          risk for that premium, then they would be able to count it  
16          all. But the fact that they buy the insurance through a  
17          brokerage agency that is a minority or women's business  
18          enterprise gives them credit for that amount of business  
19          that that company actually does with the boats.

20          So we will look into that; and your point was well  
21          taken, Mr. Grimes. Thank you for bringing that up.

22          MR. GRIMES: And we appreciate your comments, and we  
23          also appreciate the fact that your staff has been very  
24          helpful to us with regard to this issue. And we look  
25          forward to meeting with the administrative staff for further



1 discussion. Thank you.

2 MR. VOWELS: Thank you, sir.

3 Next on the list is Clare Fauke. Is that correct?

4 Clare Fauke.

5 MS. FAUKE: Thank you. Good afternoon. For the record  
6 my name is Clare Fauke, F-a-u-k-e. And I've prepared a  
7 five-minute statement.

8 I represent about 14,000 hospitality workers for the  
9 Hotel Employees and Restaurant Employees Union, Local 1.  
10 I'll try to keep it brief, but again I've prepared five  
11 minutes.

12 We also represent about 1,500 workers in the riverboat  
13 casinos. We're currently in contract negotiations at all of  
14 the Lake Michigan properties except for Horseshoe.

15 I'm here today to express concern that Don Barden,  
16 owner of the Majestic Star Casino, has never been thoroughly  
17 investigated by the Indiana Gaming Commission. I bring  
18 these concerns to you because while conducting research on  
19 the gaming committees operating along Lake Michigan, I found  
20 no evidence of a careful investigation of Barden's finances  
21 or suitability in any of the IGC materials. After  
22 requesting all the information that the IGC had gathered in  
23 its licensing investigation for the Majestic Star, the  
24 Indiana State Archives sent me a large box of all the  
25 materials that they held relating to the casino. However,





1 virtually all of these materials related to President  
2 Riverboat Casinos of St. Louis, and few covered Barden.

3 I then closely examined staff reports from both the IGC  
4 and the Center for Urban Policy and the Environment. The  
5 reports reveal that Barden was initially approved  
6 essentially as a non-operating partner with an experienced  
7 casino operator. Barden and President each owned 42.5  
8 percent of Barden/PRC Gary, LLC, while the remaining 15  
9 percent was to be owned by local investors.

10 The initial 1994 IGC investigation of the group's  
11 management structure, financial strength, and suitability  
12 focused primarily on President. The report notes, quote,  
13 Mr. Barden has no gaming experience and will not be involved  
14 in the day-to-day operations of the riverboat. His function  
15 will be with the land-based development portion of the  
16 project, end quote.

17 According to the group's application to the IGC, Mr.  
18 Barden would provide his experience as a developer on the  
19 land-based development portion of the project while  
20 President would provide its gaming experience and most of  
21 the financing.

22 The top management of Barden/PRC Gary all held  
23 equivalent positions in President, and the investigative  
24 team concluded that President would be capable of managing  
25 the casino based on the company's gaming experience. The



1 report documents the IGC's extensive research into the  
2 financial condition of President Casinos. In fact,  
3 according to President's agreement with Mr. Barden and with  
4 the city of Gary, President would contribute virtually all  
5 of the group's start-up costs.

6 The IGC's investigation of the unissued group's credit  
7 standing cites President's total assets, operating cash flow  
8 for the past year, President's main bank, borrowing history,  
9 amount of public debt, and debt-to-equity ratio. However,  
10 there is no documentation that any of Mr. Barden's  
11 businesses were thoroughly investigated for suitability or  
12 financial health.

13 The report states, quote, No information is available  
14 about Barden Communication's financial condition, end quote.

15 Based on this investigation the IGC awarded Barden/PRC  
16 Gary a certificate of suitability to operate a riverboat  
17 casino in December of 1994. An examination of the  
18 resolution and transcripts from subsequent IGC meetings  
19 indicates that Barden then emerged as the sole owner and  
20 operator of the Majestic Star after several changes in the  
21 ownership structure.

22 In May 1995, six months after the certificate of  
23 suitability was awarded, President Casinos withdrew from  
24 Barden/PRC Gary and transferred its ownership interest to  
25 Mr. Barden. Mr. Barden agreed to lease President's boat,



1 but otherwise ended his relationship with President.

2 In June of 1995, California billionaire Marvin Davis  
3 agreed to acquire a 40 percent stake in the casino group.  
4 Davis had no prior experience owning or operating gaming  
5 facilities. He and Mr. Barden informed the IGC they would  
6 manage all non-gaming activities and planned to hire an  
7 experienced operator to run the boat.

8 Despite these promises, Mr. Barden has since used his  
9 own company, Barden Management, to run operations on the  
10 riverboat. The IGC awarded Barden another extension of the  
11 certificate of suitability on September 30th, 1995. Weeks  
12 later, Davis backed out of the partnership leaving Barden  
13 with 85 percent ownership of the casino.

14 At the October 5th, 1995, meeting, IGC meeting, Barden  
15 announced that he was looking for a partner and he never  
16 found one.

17 Barden's certificate of suitability was extended for  
18 the fourth time in January 1996. At this meeting Barden's  
19 new management team announced plans for the riverboat, which  
20 was to be, quote, Controlled singly by Barden. And I quote,  
21 Barden's current intention is to complete the project with  
22 his own funds and without a substantial equity investor, end  
23 quote.

24 The IGC approved this plan and Majestic Star, LLC, was  
25 born.



1           Then in the spring of 1996, only a few months before  
2           the casino was to open, Barden took control of the 15  
3           percent share that was to be held by local investors.  
4           Despite multiple changes in the ownership structure, the IGC  
5           awarded Barden a five-year riverboat owner's license as full  
6           owner and operator on June 3rd, 1996.

7           My examination of both the investigation materials for  
8           the original ownership group and transcripts of the IGC  
9           meetings held between the issuance of the certificate of  
10          suitability and the five-year riverboat owner's license  
11          produced no evidence that the IGC had conducted a full  
12          investigation of Barden as sole owner and operator of the  
13          Majestic Star.

14          Moreover, I assume it would have been impossible for  
15          the commission to complete a thorough investigation during  
16          that time taking into consideration the number of changes  
17          made to the ownership structure within the course of that  
18          year. Furthermore, Majestic Star is on the brink of  
19          acquiring three casinos in Colorado, Mississippi, and  
20          Nevada. This potential transaction, which may have a  
21          substantial impact on the company's operations and other  
22          commitments in Gary, is yet another reason we are  
23          recommending further investigation before proceeding with  
24          Majestic Star's license renewal.

25          To summarize, in spite of our research, we have not yet





1       seen evidence that the commission completed a thorough  
2       investigation of the financial health of the Majestic Star  
3       and the suitability of its owner and top management. Until  
4       such an investigation is completed with supporting documents  
5       made available for public review, we recommend that the  
6       commission delay this license renewal.

7             Thank you very much, and I'll take any questions.

8             MS. BOCHNOWSKI: Are you aware that personal financial  
9       information is always in a confidential report?

10            MS. FAUKE: Yes, I'm aware that -- yeah.

11            MS. BOCHNOWSKI: We do not make that available.

12            MS. FAUKE: Yeah, that's what I was told. But there's  
13       no evidence that this information was even compiled by the  
14       IGC.

15            MS. BOCHNOWSKI: Well, that's because it's  
16       confidential.

17            MS. FAUKE: And even in the reports that I studied from  
18       that initial investigation, it said no financial information  
19       was available about Barden's companies. So that would lead  
20       me to believe that that information did not exist.

21            MR. DARKO: May I ask, is your organization recognized  
22       as a bargaining agent at Majestic Star?

23            MS. FAUKE: Yes, it is.

24            MR. DARKO: And the second question: Would you be in  
25       favor of us denying the request to continue the license if



1 it meant closing the casino in a couple weeks?

2 MS. FAUKE: No, we're not asking --

3 MR. DARKO: Thank you very much.

4 MS. FAUKE: We're not asking to deny the license.

5 We're simply asking for a more thorough investigation or the  
6 commission producing evidence that that investigation had  
7 been completed.

8 MR. VOWELS: Did you review any of the other casinos as  
9 far as what the IGC's investigation revealed?

10 MS. FAUKE: No.

11 MR. VOWELS: No?

12 MS. FAUKE: No. We haven't gone into that much detail  
13 with any of the other properties.

14 MR. VOWELS: Well, my question would be as far as what  
15 you've seen with Mr. Barden, have we done anything different  
16 with Mr. Barden than we did with Mr. Trump?

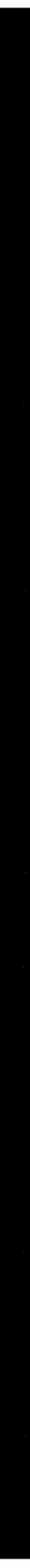
17 MS. FAUKE: I'm not aware of that. No.

18 MR. VOWELS: Okay. Have you looked at any of the other  
19 licenses that --

20 MS. FAUKE: Well, however we -- well, we're interested  
21 in Mr. -- in Majestic because --

22 MR. VOWELS: I understand. I understand that. I guess  
23 my question to you is, have we done something differently  
24 with Mr. Barden than we did with the other boat licenses?

25 MS. FAUKE: I don't know. But I know that when Trump



1 was licensed at the same time, it was the original group  
2 that had applied that got the license as opposed to Mr.  
3 Barden, who was part of an ownership group that included  
4 President Casinos. And then with a certificate of  
5 suitability, he went on to be awarded the full ownership  
6 license.

7 MR. THAR: May I ask you why it is that you think Mr.  
8 Barden has not been investigated thoroughly, and why is it  
9 that you are saying that he should be? What is the  
10 rationale behind your statement?

11 MS. FAUKE: The rationale is that I have not seen any  
12 evidence that this investigation occurred. I don't know why  
13 that would be. And as this is a highly regulated industry,  
14 it would make sense that that information is available to  
15 the public, and that's why we're concerned.

16 MR. THAR: A good portion of the history that has been  
17 put forth by Ms. Fauke is accurate.

18 MS. BOCHNOWSKI: That's true.

19 MR. THAR: Particularly that it was originally  
20 President Riverboat Casinos that was going to be the gaming  
21 operator. The President Riverboat Casinos got out. It's  
22 also accurate -- what was left out was that President  
23 Riverboat Casinos got out because they got in financial  
24 trouble and could no longer put any money forward for this  
25 project. Mr. Barden stepped forward and said that he would



1 go and find -- he was already an equity contributor  
2 representative himself. At that point in time, Mr. Barden  
3 had already been substantially investigated as a substantial  
4 owner. And since, as you indicated, he owned over 40  
5 percent, there is a substantial investigation on anybody  
6 that owns over 5 percent. He had submitted a personal  
7 Disclosure Form 1, which covered everything from where he  
8 had worked over the last 25 years, what his net worth was,  
9 what his present investments were, a complete financial  
10 picture, and that had been done. That has never been  
11 disclosed. It's never been disclosed with regard to any  
12 substantial owner of any casino in the state of Indiana.

13 It was after that that Mr. Barden went to Mr. Marvin  
14 Davis and asked him if he would like to invest. It was  
15 accurate that Mr. Davis had first indicated yes, and then  
16 indicated no. Mr. Davis backed out.

17 Mr. Barden stepped forward and said, I will finance  
18 this out of my own pocket. And it was confirmed at that  
19 time that he had sold his interest in a cable company. It  
20 was either \$100 million or \$110 million. I forget which one  
21 it was. We did a complete financial investigation, which  
22 continues to this day, concerning how much of that went to  
23 taxes, how much of that is going to business investments,  
24 how much of that remains.

25 We have done a complete background with regard to Mr.





1 Barden concerning any criminal record, which there is none;  
2 where he has lived; who his associates have been. That  
3 occurred five years ago. It continues as it's being renewed  
4 today.

5 We cannot disclose information concerning bank  
6 accounts, investments, home addresses, children, Social  
7 Security numbers. We don't with regard to anyone. We don't  
8 with regard to Mr. Trump. We don't with regard to the  
9 Kirshner organization that is involved with the Hyatt and  
10 another one of our riverboats. Very simply because people  
11 like this in this day and age with identity theft,  
12 kidnappings, extortions are too vulnerable.

13 We greatly appreciate the fact that you've stepped  
14 forward and brought this as a concern, but I wish to inform  
15 you that this commission has never neglected its duties to  
16 have Mr. Barden investigated by the Indiana State Police and  
17 at the time he was initially investigated, the Internal  
18 Revenue Service and the Indiana Department of Revenue. We  
19 were confident then and are confident now that Mr. Barden is  
20 fully suitable as an individual to be a substantial owner of  
21 a casino in this state.

22 We're aware that Mr. Barden, instead of walking away  
23 from the deal when the primary operator went into almost  
24 bankruptcy, stepped forward and said, I will do this myself;  
25 and if I don't get a gaming partner, I will acquire gaming



1 expertise through people that I will hire.

2 And he did at the time hire the gaming management  
3 people from the Showboat Casino that was going to go into  
4 business in East Chicago at the time. That was subsequently  
5 turned over to Mr. Kelly, who has experience with  
6 Fitzgeralds, and has come forward to be his general  
7 manager. And people that are in his management staff as  
8 directors, as with all riverboats, have all undergone what  
9 we call a Full Disclosure Form 1, the highest background  
10 investigation we conduct of all of them.

11 So I'm sorry that you don't find that our records  
12 accurately reflect what has happened. Mr. Barden was an  
13 unusual situation. But I can assure you, as can any member  
14 of this commission, background investigation with regard to  
15 Mr. Barden, particularly since he's being renewed now, has  
16 been reviewed rigorously, as has been with regard to Mr.  
17 Trump or any other casino owner in this state.

18 MR. VOWELS: Ma'am, I mean, my concern is that we  
19 answered your questions. There are some things that are  
20 confidential. I know more about Mr. Barden and Mr. Trump  
21 than I feel comfortable knowing.

22 And we are a citizen commission, and I drove up here  
23 from Evansville yesterday and spent a lot of the evenings  
24 last week reviewing the Fed Ex'ed materials that come to me  
25 daily at my office. And we get \$50 for being here today



1 while this industry brings in millions and millions a year.  
2 And I guess when you had said that these weren't thoroughly  
3 investigated, it kind of made my blood boil; but you are a  
4 citizen who has a right to come in front of this commission  
5 and question us. And if we are strong in our position, we  
6 shouldn't be worried about somebody disagreeing with us and  
7 calling us on the carpet. And I'm glad that you did. I  
8 want to feel that you feel that we have addressed your  
9 concerns. I would like to show you these red books. They  
10 don't put the nice little covers on them that they used to.  
11 And it says "Confidential" on there. It's interesting  
12 reading. And I can tell you from talking to the other  
13 commissioners over the last eight years of being on this  
14 commission, when we received piles and piles of information  
15 from the very beginning, we all opened up this one first.

16 MS. BOCHNOWSKI: Yes.

17 MR. VOWELS: But that's where the answers are.

18 MS. BOCHNOWSKI: But at the end of the hearing we  
19 always turn them back in. We don't keep these in our  
20 homes. This is very private information.

21 MR. VOWELS: And it has to be that way so they know and  
22 they can have the utmost confidence that the questions that  
23 are asked of them that are incredibly personal will stay  
24 confidential. Because if these were public records, they,  
25 No. 1, wouldn't answer the questions, and we wouldn't have



1 the quality of gaming companies in this state that we do.

2 But I guess my question to you is, do you have any  
3 other questions or other concerns or does that help you in  
4 any of your concerns at all?

5 MS. FAUKE: Well, the answer that you've given me is  
6 very similar to what I've received from other staff of the  
7 commission, that this is confidential, private information  
8 and I understand that. I just haven't seen -- and I've been  
9 digging pretty deeply. I haven't seen any document, even a  
10 paragraph, that says, We have reviewed this information and  
11 we have concluded that Mr. Barden is suitable.

12 I mean, I'm sure you understand when I read that report  
13 saying there's no information available about Barden  
14 Communications that that surprised me and that it led me to  
15 believe that that information --

16 MS. BOCHNOWSKI: Have you looked at the transcripts of  
17 the hearings?

18 MS. FAUKE: Uh-huh.

19 MR. VOWELS: And where did you see that, that there was  
20 no information?

21 MS. FAUKE: That was in one of the reports that was  
22 issued in December of 1994 --

23 MR. VOWELS: Okay.

24 MS. FAUKE: -- by the -- it was either the IGC staff or  
25 the Center for Urban --





1 MR. VOWELS: I don't know, because I recall back then  
2 and I recall spending night after night looking through lots  
3 of materials on these companies including Mr. Barden. I  
4 don't know where that line comes from; and it's certainly  
5 not correct from the things that I have seen.

6 But, again, I appreciate you coming in front of us,  
7 because as a person in your position and as a citizen, you  
8 have every right to stand here in front of us and ask us  
9 these questions. And I feel comfortable being able to tell  
10 you that, yes, we did do an accurate background check.

11 At \$50 a day, I'm not interested in giving these  
12 licenses to someone that I don't feel comfortable with.  
13 They say everybody has their price. I don't know what I  
14 would get to go to prison; and I'm not interested in doing  
15 it at \$50 a day, I can tell you that much.

16 So I would love to be able to tell you everything that  
17 we know, but we wouldn't know it if these people knew that  
18 we were going to make it public. And I sit here and just  
19 hope that we can somehow gain your trust in this. But it is  
20 your right to ask us and call us on the carpet on this.

21 Mr. Barden.

22 MR. BARDEN: Yes, Mr. Chairman, I just wanted -- maybe  
23 the young lady had the wrong name. Barden Communications  
24 was the predecessor company to Barden Cable Vision, and the  
25 name was changed and it was dissolved in the '70s and it



1 became Barden Cable Vision. Maybe that will be helpful.

2 And if you'd like some information about that, you can  
3 call me personally.

4 MS. FAUKE: Okay. I will do that.

5 MR. VOWELS: All right. Anything further then? All  
6 right. Thank you, ma'am.

7 MR. BARDEN: As long as it's not for a raise.

8 MR. VOWELS: The next person on my list here is Jesse  
9 Smith.

10 MR. SMITH: Good afternoon, Commissioners, Mr. Thar,  
11 Mr. Barden, Mr. Trump. I'm here -- I'm somewhat -- and I  
12 received a lot of clarification. My question goes back to  
13 the original application where 15 to 20 percent ownership in  
14 each casino is concerned. I'm also -- I want to know when  
15 the commission granted Trump Casino to go public, because it  
16 was my understanding -- and I attended all of the  
17 hearings -- that one of the requirements for the original  
18 licensing was that you use your own money. And when you go  
19 public, you most certainly aren't using your own money.

20 I've heard how Mr. Barden got involved and where the 15  
21 percent local ownership is concerned. I'm unaware of how  
22 Trump Casino was able to go public.

23 I want to submit to this body some correspondence dated  
24 September the 6th, 1994. And it was sent by Express Mail to  
25 the Indiana Gaming Commission. And it reads: Dear sirs:



1 The most important questions arising from the recent hearing  
2 is, in my opinion, the question of equal opportunity for  
3 Gary investors to participate in an equity position with the  
4 selected licensees for riverboat casinos.

5 The city required participation of 15 to 20 percent  
6 equity investment for each boat for local investors. The  
7 term "local" is too broad, therefore, apparently in my  
8 opinion. First, this term should be defined to mean those  
9 who were eligible to vote in the referendum or is a Gary  
10 registered voter.

11 Second, the base is too small if we allow investors to  
12 invest as much as they would like or as much as they can  
13 afford. So, therefore, I suggest that a cap of one-half of  
14 one percent should be placed on each investor, immediate  
15 family, husband, wife, children, grandchildren.

16 The cap should also at a maximum total only 20 percent  
17 of the city's equity position. And that way this would  
18 allow the majority of the city's equity position to be  
19 comprised of middle and upper, moderate income taxpayers.  
20 The cap investor, which serves a role as the general partner  
21 with voting rights and the family investors at a one point  
22 maximum would be limited partners in the created  
23 partnership.

24 My purpose in doing this was because I personally have  
25 been involved actually longer than Senator Rogers in pursuit



1 of land-based casinos. And the reason for that was because  
2 I'm an income-producing appraiser, a commercial appraiser,  
3 with 17 years as the senior tax appraiser in the Cook County  
4 Assessor's office. And I realized that my home could never  
5 have any type of economic development as long as the current  
6 tax rate exists.

7 I'm also perplexed, like it was stated earlier by  
8 Representative Brown, the differences between land-based  
9 gambling and riverboat gambling. From my perspective, where  
10 taxation is concerned, it's simply because if we had  
11 land-based casinos in Gary, all of the tax money would go to  
12 reduce our property tax burden. With casino -- with  
13 riverboats, and you take the surplus of casino funds and  
14 distribute it through the Build Indiana fund to all of the  
15 state, it's hypocritical in my opinion for the state  
16 legislators to deny or attempt to deny the taxpayers.

17 I'm gonna finish up. But I would like for you,  
18 Secretary Thar, to explain how Trump Casino were allowed to  
19 go public. And I'm like that other young lady, and what  
20 happened where the 15 to 20 percent of local ownership is  
21 concerned?

22 Thank you.

23 MR. VOWELS: Thank you, Mr. Smith.

24 Dena Holland Neal. Dena Holland Neal.

25 MS. NEAL: Good afternoon, Commissioners, Mr. Barden,





1 Mr. Trump. I stand before you today as a representative of  
2 the Ad Hoc Committee for Good Government. We are a  
3 committee who seeks to inform the public in our community  
4 about issues that directly affect them. We formed a little  
5 over a year ago because we felt a need in a community where  
6 we felt we were not being represented properly, not only by  
7 our mayor but by our city council.

8 As I stand before you today, I cannot -- there is no  
9 way that I can stand and ask that you not reissue licenses  
10 for our casino boats. I stand before you knowing that there  
11 have been people in our community who have profited from  
12 employment, so there is no possible way that I could say  
13 that.

14 But as a group, we look at this casino issue in a  
15 twofold position. One of the things that we are very  
16 concerned about is that the quality of life for the average  
17 citizen in Gary has not improved as we had hoped that it  
18 would when we were so supportive of the casino boats coming  
19 to Gary. When I say that, one of our major concerns is the  
20 fact that, as citizens, we have requested information from  
21 the mayor's office on how our casino funds have been spent,  
22 how much money has been spent, and how much money remains.  
23 We not only have not received that information, but one of  
24 our local council people has requested on numerous occasions  
25 that information. Now it is so important that he have and



1 other members of the city council have that information  
2 because they continue to pass ordinances that are funded by  
3 casino funds. But they're doing that in the blind.

4 Now he went so far as to request assistance from the  
5 governor's office, and his representative came in, requested  
6 the information, and still has not been given that  
7 information. And her suggestion to him was that he file  
8 legal -- a legal brief requesting it, and that she would  
9 come in and say that she also had requested it and that  
10 information had not been given.

11 So we are concerned. We come before you as a  
12 commission asking for your help. And at this point, because  
13 we have -- it has gone on for so long, we are also  
14 requesting that you, as a commission, would do an  
15 independent audit and make that information known to the  
16 citizens of this community. We are going too far with all  
17 of the projects that are coming into our community not  
18 knowing whether we even have casino funds left. And so we  
19 are very concerned about that. And we have had no  
20 alternative but to come directly to this commission for that  
21 information.

22 We also have heard today about all of the projects and  
23 initiatives that have benefited from the casino boats being  
24 in Gary. But we have two issues that we still are unclear  
25 of. When they were given the license, Mr. Barden and Mr.



1 Trump agreed that there were going to be some community  
2 projects. One being the Union Station that would be  
3 renovated, and the other sits right behind you, and that is  
4 the Sheraton Hotel would also be renovated. Now neither of  
5 those projects have been initiated. And there was some talk  
6 about the mayor telling Mr. Trump that he was no longer  
7 needed to do the Sheraton Hotel because he wanted that money  
8 to be used for his baseball park. But we still -- that was  
9 said initially, and we still have had no information.

10 Now our question is, if, in fact, that was done, did he  
11 have the authority to do it or did your board, your  
12 commission, have to come back, since that was part of the  
13 licensing in the beginning, to say, No, you don't have to do  
14 that. And if that was done, it was done without the  
15 public's knowledge. And I think that at some point we need  
16 to have input into what goes on with the casino funds  
17 because they are our funds as well.

18 And I can stand before you to say that the public, the  
19 citizens of Gary have had absolutely zero input as to how  
20 these casino funds have been spent in our community. Not  
21 one meeting has been held asking the citizens of this  
22 community how they would like to see that spent.

23 And so we -- again, I know that today is basically for  
24 licensing, you know, questions; but we are at a point where  
25 we have no other recourse but to come to the Gaming



1 Commission and ask for your support in getting information  
2 for our citizens.

3 And I thank you for allowing me to speak this  
4 afternoon, because it is something that is very dear to us  
5 in our community. And we just have hit a brick wall. When  
6 you request it over and over and over and are never given  
7 the information. Our finance committee chairman on many  
8 occasions has promised us that the next council meeting we  
9 would have that information and it has never occurred. And  
10 even when you get the governor's office involved and all she  
11 can say is take it to court and I will testify that I  
12 attempted as well, we are very concerned. And we ask you if  
13 you would please help us in getting this information.

14 Thank you.

15 MR. VOWELS: Thank you, Ms. Neal.

16 The last speaker that I have is Guy Spencer.

17 MR. SPENCER: Good afternoon, Board. Thank you. I'm  
18 glad to be the last speaker. I'm sure you're glad too. And  
19 I know that at \$50 a day that you're glad this day is coming  
20 to an end.

21 I want to thank you all, the Majestic, the Majestic and  
22 Trump, both Dons. From the very beginning in 1995 -- I'm  
23 gonna be very brief. This is one of those times my mother  
24 says, Guy, you speak too fast. But this is one of those  
25 times when I really need to because you all have places to





1 go.

2 Since 1995, I was there when we stuck the first shovel  
3 in the ground. And my picture appeared in the paper in an  
4 article; and, you know, I was extremely happy. It mentioned  
5 Donald Trump and they were here selling for it. They talked  
6 about Don Barden and so forth.

7 Since 1995, I have -- my business has actually grown.  
8 I'm a commercial printer. I'm a manufacturer. I'm actually  
9 a resident in Gary, a printing company in downtown Gary.  
10 I've been to the southern part of the state to Evansville to  
11 the conventions and the different things like that.

12 And I know this is the first time I'll probably have a  
13 forum in which I'll actually have Trump and Majestic and  
14 citizens of Gary and vendors and suppliers to make a couple  
15 statements that since you make the rules to the game, that  
16 you might be able to make some rules that make minority  
17 manufacturers a little more tempting and a little more  
18 appetizing to the casinos you do business with.

19 I want to say that, one, I'm a product of affirmative  
20 action. That's how I got to school, went to college. All  
21 the minority programs that you put into place, the ones that  
22 say buy 10 percent, buy 5 percent, those things actually do  
23 work. I've been in business for 13 years. We hire people  
24 right off of the street, train skilled labor, from a variety  
25 of different areas. Without those programs that you have, a



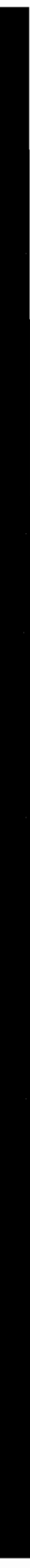
1 lot of things may not be the same scenario situations.  
2 Because I've dealt with the boats for so long, my office  
3 tends to be a place where people come, for some weird reason  
4 or another, and say, Guy, how do you do business with the  
5 boats? Why are you getting business from the boats and so  
6 forth; and, How have you been able to accomplish whatever it  
7 is?

8 I think that's from a variety of articles in the local  
9 papers that said, Guaranteed Printing is doing well.  
10 Guaranteed Printing is doing successful and all those  
11 things.

12 And I thank Don, and I thank Don here that that is one  
13 of the reasons that we are being successful is because  
14 people from their companies do call us and seek us out. But  
15 there are some things that you could change that may make  
16 our playing field as minority vendors a little more, you  
17 know, competitive for us.

18 Now one of the things that I was sitting here thinking  
19 about -- and everything they say here is absolutely  
20 fantastic. Nobody doubts that. I'm all for renewal,  
21 because without the renewal, a certain amount of my business  
22 would decrease, and there would be people that I would be  
23 laying off if I didn't do business with the casino.

24 But if there was a -- one thing that I'm not hearing  
25 that's different is how many true Gary businesses are



1 being -- are having business sent their way, are  
2 aggressively seeking Gary businesses to do business with?  
3 And so what I'm wondering is -- because you find yourselves  
4 in your situation where you're making the rules, I'm sure  
5 you're familiar with ghost offices, you know, where a  
6 company out of Illinois comes over, they set up a room, they  
7 put a phone in, the phone triggers its way over to the  
8 Illinois office to a major corporation and business as  
9 usual. I want to keep our eyes out for those sorts of  
10 things.

11 I'm noticing that there -- people come in my office and  
12 they don't have the cash flow. There's articles in the  
13 paper that say, Hey, minority businesses don't have the  
14 credit, minority businesses don't have the quality, minority  
15 businesses don't have the services. And yet minority  
16 businesses are upcoming, and they're difficult businesses,  
17 and that's why you're here helping them and that's why it's  
18 making a difference.

19 But if you could take and put, like say, some of the  
20 other boats that you notice as you look around -- and I have  
21 both the principal people here. If you were able to put a  
22 slush fund of credit with certain boats -- you say, Slush  
23 fund? What's that?

24 If you're able to put -- say for example Horseshoe. I  
25 say that word "slush" and that kind of, you know -- but what



1 they do is they take a certain amount of money, they put it  
2 to the side, and they make it available to minority  
3 companies. So when you have a \$50,000 contract that's been  
4 awarded from a particular boat or something like that, even  
5 if the casinos were allowed to fund that account themselves  
6 and even if they made 2 percent interest on it, it would  
7 still allow minority companies to compete, manage the cash  
8 flow, and deliver the products at the same time. Even if  
9 they made 2 percent interest. Accounts receivable financing  
10 isn't an option for minority businesses that do business  
11 with the boats, because accounts receivable financing takes  
12 too many points. And if you're gonna do business with the  
13 boats, their business is like anybody else. They have to be  
14 competitive on their pricing. They have to --

15 MR. VOWELS: How did you get hooked up with them?

16 MR. SPENCER: They had the grand opening, and I was out  
17 there. And they listed me in "The Post-Tribune" paper as  
18 Guy Spencer, there to sell T-shirts of Donald Trump. And it  
19 had a picture of him sticking the shovel into the ground.  
20 And they found me. Now the way they found me is they  
21 started off in the bank building before they ever even got  
22 to the location. And they were looking for a supplier that  
23 would be able to do printing, forms, a variety of different  
24 things for them quickly and fast.

25 MR. VOWELS: And do you know other minority businesses





1 that would like to get in on the casinos here?

2 MR. SPENCER: Oh, absolutely. I mean, I had a meeting  
3 yesterday. And this is one of the reasons I waited so long  
4 to voice these things, because, I mean, I could not get a  
5 forum like this where you can hear our true problems and  
6 difficulties and hurdles that we face.

7 MR. VOWELS: I guess my question is are you helping  
8 those people hook up with them?

9 MR. SPENCER: Well, absolutely. Absolutely. I've  
10 helped everybody that I can help. I've helped them to the  
11 point of loaning them money. But, you see, that's something  
12 that I can't continue to do.

13 MR. VOWELS: We need to kind of wrap this up. We're --

14 MR. SPENCER: Okay. And I'm not gonna take another  
15 minute. And I think that was it. The point -- I did talk  
16 about the point about the 1 percent. If you give boats a 1  
17 percent tax advantage to do business locally in Gary,  
18 locally versus Merrillville, versus Schererville, versus  
19 Crown Point, you say, yes, but if you do it in the city that  
20 your boat is in, we'll give you another 1 percent credit.  
21 That 1 percent may create the energy to make them buy even  
22 more in Gary. That's all I'm speaking about is how to  
23 really purchase in Gary a little bit more.

24 MR. VOWELS: You understand, I mean, that's a  
25 legislative decision.



1 MR. SPENCER: I didn't know if you made that rule or  
2 not, but it's something when you're thinking about your  
3 policies, if you speak to legislators, that's the real  
4 challenge that we're dealing, having as minority businesses.

5 MR. VOWELS: Well, you may want to consider that too.

6 MR. SPENCER: Okay.

7 MS. BOCHNOWSKI: Some of the issues we're hearing today  
8 really are legislative issues.

9 MR. SPENCER: Thank you very much.

10 MS. BOCHNOWSKI: So some of you that have spoken may  
11 want to address the legislature.

12 MR. THAR: If I may, let me just make a few points with  
13 regard to each of the last three speakers. Now that we're  
14 into Q and A, now the commission gets to talk.

15 With regard to Mr. Spencer, you brought up quite a few  
16 issues. The commission does have a policy locally with  
17 regard to minority and women business enterprises. Local  
18 vendors first, regional vendors second, statewide vendors  
19 third, out-of-state vendors fourth. The casino industry has  
20 agreed to follow that priority list.

21 Unfortunately the state of Indiana does have  
22 reciprocity agreements with the surrounding states who are  
23 not certified. A minority business in Gary can do business  
24 in Chicago because we have reciprocity. I think there's  
25 reciprocity there and vice versa. We cannot change that.



1 That's a legislative issue.

2 With regard to incubator monies, which you've referred  
3 to, the commission has, in fact, directed riverboats that  
4 have not made the target goals to create incubator funds  
5 which have been utilized. When boats are making their  
6 goals, that's where the commission's power stops. If  
7 they're following the rules, making their goals, following  
8 some of our priorities, there is nothing further we can do  
9 absent legislative enactment.

10 Hopefully that answers some of your questions.

11 Ms. Neal, a lot of what you have brought forward, we  
12 have no jurisdiction over. We have no authority to order a  
13 city to produce for us how they are spending the money. The  
14 legislature only directed us to dispense the money in the  
15 way they set up the statute. It is the voters that decide  
16 whether or not they're getting the correct information and  
17 whether or not the politicians are spending it correctly.

18 If you have not been in contact with Anne O'Connor the  
19 public records person, I would recommend that you do so or  
20 contact the State Board of Accounts and ask them to do an  
21 audit. They have the authority to do that. We don't.

22 Finally, Mr. Smith, with regard to the local ownership  
23 of the Trump Casino, first of all, when Mr. Trump decided to  
24 take his company public, he, in fact, brought that to the  
25 commission. The commission approved that. He came back and



1 took the rest of his properties that were in the casinos and  
2 asked to put those into a public company, and the commission  
3 approved that. At the time it was brought up what would  
4 happen with regard to local investors. Mr. Trump said that  
5 he would sit down and discuss with them what would happen.  
6 They would have two options: Accept a buyout or possibly  
7 invest in the public company, which any individual in the  
8 country can do.

9 Some of those local investors agreed to a buyout. Some  
10 entered into litigation. Since it is in litigation with  
11 regard to those investors, it's still being appealed --  
12 although, Mr. Trump has won the last step -- there's nothing  
13 more the commission can discuss nor would I guess Mr. Trump  
14 would. But both the company going public and the local  
15 investor issues were brought before the commission and have  
16 also been before the court.

17 MR. SMITH: My question is by what authority does the  
18 commission have? You know, I sat here earlier and heard the  
19 commissioners give you the authority that if there had been  
20 a previous ruling that -- and this was simply a refinancing  
21 mechanism -- that you have the authority.

22 MR. THAR: I do not exercise the authority on those  
23 issues. We have rules. Mr. Trump followed the rules. They  
24 were held in open meetings like this and approved by the  
25 commission.





1 MR. SMITH: Everybody had notification that this was  
2 going on?

3 MR. THAR: We put notification out on our web sites and  
4 places where it's going to be.

5 MR. SMITH: Well, I read it in "The Wall Street  
6 Journal" and that was prior.

7 MR. VOWELS: The Indiana Code has certain sections --  
8 the Open Door Law requires us to post notice of our meetings  
9 within a certain period of time, and it specifies how that  
10 posting is to be done. And we're very cautious of being  
11 compliant with those rules because anything that -- any  
12 public meeting for any commission in the state of Indiana  
13 that doesn't comply with those rules will be null and void.  
14 So we're very considerate of compliance with the statute.

15 So we shall close the public comment portion of today's  
16 hearing. I guess we can -- do you wish to take a break or  
17 just go straight into the question and answer?

18 When I became commissioner, I was -- or chairman I was  
19 told by the other commissioners I was too young to be  
20 chairman; and I thought that's because I wasn't any good,  
21 which may have been part of it. But the other part was I  
22 didn't take enough restroom breaks. So I will defer to my  
23 elders here. Do you want to take a restroom break?

24 No? Okay.

25 We're gonna move forward then on the



1 question-and-answer session dealing with Trump and Majestic  
2 Star.

3 Would anybody like to lead off with any questions?

4 MS. BOCHNOWSKI: You want me to?

5 MR. VOWELS: Sure.

6 MS. BOCHNOWSKI: I can go ahead. Okay.

7 Mr. Trump, I'll start with you because I've got  
8 questions for both of you. But this is fairly simple. You  
9 know, I'm real impressed with all that you've done in the  
10 community and everything. Things seem to be going generally  
11 in the right direction. But some of our reports indicated  
12 that with regard to the parent company you are very highly  
13 leveraged. And I'm very concerned about the financial  
14 health of your company; and I really would like you to  
15 address that, because it directly concerns what's going on  
16 here.

17 MR. TRUMP: Yes, ma'am. We have a public company, very  
18 different from my real estate company in New York, primarily  
19 in New York. I own about 42 percent of the public company.  
20 But we do have a good cash flow. The numbers have been --  
21 in fact, I think the Taj Mahal set 30 records over the last  
22 six months in terms of numbers. We've been current always  
23 on our interest, and we're really doing quite well. And I  
24 think you'll see that reflected over the next year or two  
25 years as the company goes along. Again, I own a piece of



1 this company. This is not actually my primary business, as  
2 you know, from those reports.

3 MS. BOCHNOWSKI: I understand that. But your personal  
4 situation directly involves the operation.

5 MR. TRUMP: Right. But we're doing very well with the  
6 company. It's been actually very strong. I think stronger  
7 than even perceived. And we intend over the next couple of  
8 years to do very well with it. We have no debt coming due  
9 for over two years, and most of our debt comes due in about  
10 five years, so we're financed. So we think that we're doing  
11 very well.

12 MR. VOWELS: Mr. Thar, do you have any questions?

13 MR. THAR: Just a couple.

14 With regard to Buffington Harbor and the overall  
15 operation of the pavilion, what are the long-term plans  
16 between the two organizations to keep the joint venture  
17 funded, keep the pavilion, not only in its current shape,  
18 but possibly improve it?

19 MR. TRUMP: Go ahead.

20 MR. BARDEN: Our -- I guess we'll call it a bridging  
21 agreement requires both of us to continuously fund and  
22 upgrade the pavilion. And if we don't, then the other one's  
23 gonna default, etc., etc. So there's all kinds of cross  
24 protections. But Bob Pickus and our guy, Jim LeFresne,  
25 they're working on a plan now to make some improvements to



1 the walkway along the boarding tunnel that will come into  
2 play when we put the walkway bridge from the parking  
3 structure. And then we're also studying a reutilization of  
4 the lobby where our respective counters are, because most of  
5 the traffic after the garage is completed in the spring will  
6 be coming through the garage entryway. So we're looking at  
7 different configurations of the joint use of the facilities  
8 to enhance it and improve it for the benefit of our  
9 customers.

10 MR. THAR: How would you describe the working  
11 relationship between the two entities?

12 MR. BARDEN: I think they've been fabulous, to use one  
13 of Donald's words. And I attribute that to Cathy Walker and  
14 Mike Kelly and their predecessors and Bob Pickus and the  
15 other -- all the people in the Trump organization have been  
16 very cooperative with our people and our people with them.  
17 And the Donald and I get along fabulously well, and we  
18 haven't had a fight since that first day back in '95.

19 MS. BOCHNOWSKI: That was so much more fun, though.

20 MR. BARDEN: Not for me.

21 DR. ROSS: I have a question. If you look at the  
22 income statements from all of the boats, Majestic and Trump  
23 is down close to the bottom; but if you put both of them  
24 together, they're right there with everybody else. So if  
25 there was dockside gaming, would you consider merging?





1 MR. TRUMP: You better answer that one.

2 MR. BARDEN: Well, we would certainly want to reduce  
3 our admission taxes because people would be flowing back and  
4 forth. So we need to come up with some kind of formula that  
5 would be more equitable as it relates to the other  
6 facilities in the state in terms of the head tax that you  
7 pay. With respect to dockside, this is -- I think it will  
8 improve both of our businesses to the extent that both of us  
9 will be stronger and healthier and have more positive cash  
10 flow than we already have, which is good by the way. Not as  
11 good as it could be or it should be. In terms of a merger,  
12 there are some benefits to having one general manager, one  
13 operation, one level of overhead, one level of management,  
14 and that sort of thing. And you never know what the future  
15 holds. So I'm open for -- I have an open mind going forward  
16 because half of a great thing is better than 100 percent of  
17 something that's mediocre or not as great.

18 MR. VOWELS: If the legislature said that you could own  
19 more than one boat, would one of you try to take over the  
20 other one?

21 MR. BARDEN: No. I think Donald and I will join  
22 together and buy the rest of the boats in the state.

23 MR. DARKO: If I could ask you to explain a little bit  
24 more about the relationship between Majestic Investor, that  
25 is purporting to buy Fitzgeralds, and Majestic Star the



1 casino. I think in your remarks you described it as totally  
2 separate. And I think I understand that, but could you tell  
3 us a little bit more about the relationship?

4 MR. BARDEN: I think going forward we probably made a  
5 misnomer in calling it Majestic Investor. We probably just  
6 should have called it Fitz Acquisition Company or  
7 something. But going forward, there's no responsibility or  
8 obligation of Majestic Star to Fitzgeralds. It's a  
9 separate unrestricted entity with its own financing, its own  
10 structure, its own management team. We will share some  
11 things, but none of the obligations of Majestic or none of  
12 the obligations of Fitz will accrue to the other.

13 MR. DARKO: But Majestic Star is a 35 percent equity  
14 owner of Majestic Investor, is it not?

15 MR. BARDEN: Yes. It'll end up probably being 100  
16 percent owner of Fitz but without any obligations, just as I  
17 am the owner and I have no personal obligations to Majestic  
18 Star. So Majestic Star will have no personal obligations to  
19 Fitz.

20 MR. DARKO: But if the Fitz deal goes belly up in a  
21 year or two, Majestic Star would lose its equity investment;  
22 is that correct?

23 MR. BARDEN: Well, it doesn't really -- well, it has an  
24 indirect equity investment. Yes, it would, in a short  
25 answer, lose it. But it has already spent it, so it won't



1       lose anything if it goes belly up in the future because it  
2       was fulfilling an obligation when it made --

3               MR. DARKO: I miss Bob Swan.

4               MR. BARDEN: It was fulfilling an obligation when it  
5       made its investment, in other words.

6               MR. DARKO: Bob Swan's the CPA. He's obviously not  
7       here. But if I buy a hundred dollars worth of General  
8       Motors and tomorrow General Motors goes bankrupt, I've lost  
9       a hundred dollars in my layman's view of it. You, as  
10      Majestic Star, have invested what, \$9 million, in Majestic  
11      Investor? Is that correct?

12              MR. BARDEN: Yes.

13              MR. DARKO: So if Majestic Investor and the Fitz deal  
14      doesn't work out and it goes belly up or bankrupt or  
15      whatever term you want to use in two or three years,  
16      Majestic Star has lost \$9 million, has it not?

17              MR. BARDEN: Yeah. Yes, it has. But it was money that  
18      would have come to me, and it would have been out of  
19      Majestic Star in any event. And I would have used that  
20      money to invest in something else. But in this case, I  
21      chose to invest \$25 million in Gary New Century, next door.  
22      In other words, I fulfilled an obligation that Majestic Star  
23      had under the license agreement for off-site development to  
24      the tune of \$10 million. And by buying the Lehigh property  
25      for \$25 million, I satisfied Majestic Star's obligation.



1 MR. DARKO: Otherwise you would have had to spend the  
2 money for something else.

3 MR. BARDEN: That's right.

4 MR. DARKO: Tell me how that turns into the Fitz  
5 investment.

6 MR. BARDEN: Because the money came to me and I used  
7 the money, if you will, to -- well, let me see if I can take  
8 a shortcut to the answer. Majestic invested \$9 million in  
9 Gary New Century. Okay? And I sold Gary New Century for \$9  
10 million worth of -- for part of the land. So Gary New  
11 Century got \$9 million, Majestic spent \$9 million, and I  
12 still am giving back in interest to Majestic Star. Instead  
13 of a real estate interest in Gary New Century, it is getting  
14 an interest --

15 MR. DARKO: -- in equity ownership.

16 MR. BARDEN: -- in Fitz.

17 MR. DARKO: Thank you.

18 MS. BOCHNOWSKI: Now this really takes you to a  
19 different level, Mr. Barden, because you had sold your  
20 company, your communications company, and basically this is  
21 your business, Majestic Star. And now you're adding three  
22 new casinos. Aside from the financial implications, this  
23 also creates a new management situation for you. And you no  
24 longer have one, you've got two new locations. How did that  
25 all fit in and how did that not impact negatively at least





1 for a while on our Gary operation?

2 MR. BARDEN: Well, not at all. In fact, it's quite the  
3 opposite. It strengthens Gary because we have a pool of  
4 more than 3,000 additional people that we can bring in here  
5 at a moment's notice if Gary needs shoring up for any  
6 particular position. We are planning to retain quite a few  
7 of the senior managers in all the facilities. They are  
8 existing facilities. They are successful facilities, by the  
9 way. These are not losers. The parent company ran into  
10 trouble because they were over leveraged. And we are buying  
11 these systems, buying these casinos for 100 -- for more than  
12 \$100 million less than what these people had in it. And,  
13 therefore, our debt service will be less than half of what  
14 they were paying because they were paying debt on almost  
15 twice of what we're getting it for at a higher rate than  
16 what we have to pay because our credit rating is better. So  
17 this acquisition strengthens us, and it gives opportunities  
18 to our people here, and it gives opportunities to people in  
19 the other areas to come to Gary to experience the big time.

20 MS. BOCHNOWSKI: And we aren't actually at the point  
21 where we're approving or disapproving or that we're actually  
22 dealing with this, but it is an issue that's going to come  
23 up, I'm sure, in the future. But I'm -- just in my initial  
24 information that, you know, is not complete, but it seems  
25 like the Tunica operation is pretty strong. The other two



1 aren't quite as strong. Am I correct in that assessment?

2 MR. BARDEN: Well, Tunica's the largest and it has the  
3 greatest cash flow. And the next one is Colorado. But  
4 today since we entered into the acquisition and the purchase  
5 agreement, their cash flow has improved close to 15 percent  
6 here today over what we had originally projected. So let me  
7 say this: The investment bankers in the other states that  
8 we're applying for all think it's an attractive acquisition.

9 MR. VOWELS: What's the status of that purchase now?  
10 Where does it stand?

11 MR. BARDEN: We are going through licensing approvals,  
12 investigations, etc., in three jurisdictions: Nevada,  
13 Colorado, Mississippi. And we expect action at their  
14 meetings of, I think, October.

15 MR. VOWELS: So the bankruptcy court has approved this  
16 purchase?

17 MR. BARDEN: The bankruptcy has approved the purchase.  
18 Yes. And most of the bondholders have given informal  
19 indication that they're prepared to go forward, so closing  
20 could be as early as the first week of November.

21 MR. VOWELS: And Mr. Kelly wears triple hats within the  
22 organization, doesn't he?

23 MR. BARDEN: Yes.

24 MR. VOWELS: I guess one question that I would have is  
25 with Fitzgeralds coming on board, you're not gonna be



1 stretched too thin as far as your management people, are  
2 you?

3 MR. BARDEN: No, we're doing a few things. As I said,  
4 we're keeping several of the people who are with  
5 Fitzgeralds who we determined are good managers. We're  
6 recruiting additional people. I think we have about --  
7 we're gonna expand our corporate structure, and we are  
8 interviewing people, some tomorrow, and two to three next  
9 week. So when we take over, we'll have a full-fledged  
10 management team similar to any other multiple casino  
11 operator.

12 MR. VOWELS: And, Mr. Kelly, you were with Fitzgeralds  
13 at one time; is that correct?

14 MR. KELLY: At one time.

15 MR. VOWELS: I think I would be envious of your  
16 position. You get to go back and say hello.

17 MR. DARKO: In the words of Senator Rogers,  
18 Na-na-na-na-na-na.

19 MR. VOWELS: But that's just the type of person I am.

20 MS. BOCHNOWSKI: And that's why we love you.

21 MR. VOWELS: I know.

22 Anything else?

23 MS. BOCHNOWSKI: Can I say something? This is really  
24 to both of you. You both alluded to the fact that you feel  
25 business could be better. What are your plans in terms of



1 marketing and operations to make it that way in the next  
2 three years?

3 MR. TRUMP: Well, I think that we're just gonna  
4 continue along the same line. As you've heard before, we're  
5 up over 50 percent, substantially above 50 percent for this  
6 year.

7 MS. BOCHNOWSKI: Why do you think you're up?

8 MR. TRUMP: I think the management has done a great  
9 job, and the group has done a really good job with the  
10 different promotions. I've been here a lot more. I don't  
11 know whether it has something to do with that or not. But  
12 I've spent a lot more time here, and I think we've done a  
13 good job. I do think dockside would be a big boost to both  
14 of us. We were rather amazed that it didn't happen the last  
15 time. We thought it was -- in fact, Wall Street thought it  
16 was a lock and it wasn't at all. So perhaps it will  
17 happen. Again, it's a very positive thing. The only people  
18 that are very, very happy about the fact that it didn't  
19 happen are the people in Illinois. I mean, they couldn't  
20 believe it. The other boats in Illinois couldn't believe  
21 it, and we just don't understand it.

22 MS. BOCHNOWSKI: We're not the legislature.

23 MR. TRUMP: I know. But we think that would be a very  
24 big positive. I think Don and I can say very strongly -- I  
25 know his numbers are very strong and very substantial; and





1 when the garage opens, that's going to have a huge positive  
2 impact on the facility. The one negative to our facility  
3 right now, you have the railroad tracks and you have people  
4 that have to walk a half mile sometimes in very, very cold  
5 weather, particularly in the winter where they come in and,  
6 you know, it's pretty cold along the lake. Now very shortly  
7 they'll be having a beautiful garage that's going to be at  
8 least partially heated and it's going to be right next to  
9 the boats. So we think that's a huge impact on the boats.

10 MS. BOCHNOWSKI: Okay.

11 MR. BARDEN: We, too, are having a good year. We had  
12 not a great year last year, but we're experiencing  
13 double-digit growth this year. And we're leading the market  
14 in slot growth, for instance. Our operating income is up.  
15 We had a positive net income position this month and year to  
16 date, even though we projected a seven-figure loss. So  
17 we're very pleased. And one of the -- I think it was  
18 Goldman Sachs, one of the top investment banking firms in  
19 the country, picked -- we were one of the five picks,  
20 Majestic Star, to outperform the market over the next  
21 several months. So our bonds have traded from \$87 in  
22 December of last year to \$97 today. And it may be up a  
23 little higher even now, and I think it will be after our  
24 next report comes out.

25 So we are very pleased with where things are, but it



1 would be much better and we could be much more profitable  
2 and do many more things in the community if we had  
3 dockside. When you think about how much money we've  
4 invested in Gary, and we're only getting half the benefit,  
5 and we pay an equal amount of taxes as the other operators,  
6 but we get half and in most cases less than half per  
7 operator than they receive in cash flow. So they should be  
8 doing twice as much as we're doing. We don't say that we  
9 should be doing half of what they should be doing in terms  
10 of taxes and contributions, but they have more surplus cash  
11 flow than we do. Donald and I would be in heaven if we had  
12 what they have in terms of surplus cash flow.

13 With respect to the next two or three years, we're  
14 planning -- we're doing joint promotions. Together, we're  
15 doing billboards promoting the site and the location. Each  
16 of us individually are doing more advertising, more  
17 promotions, more direct mail. And we're working very hard  
18 now to have our amphitheater open for next summer. And  
19 that's gonna draw hundreds of thousands of people to the  
20 site.

21 So there are a lot of plans for us over the next two to  
22 three years to make Gary a true destination location and,  
23 therefore, strengthen each of our businesses.

24 MR. THAR: I have three real quick things. Mr. Trump,  
25 you've always been known for great marketing things. I have



1 found that when I go to your hotel and try to drive away  
2 from it, if I follow the signs, I can't leave. Well, it's  
3 true. Our chairman, I think, has suffered the same thing.  
4 I saw him do that. Is it possible that we could get some  
5 signage that would help people direct away from the hotel in  
6 a safe manner so you don't end up in the shuttle chute or  
7 going against the grain?

8 MR. TRUMP: Yes. Yes.

9 MS. WALKER: Yes.

10 MR. TRUMP: Yes.

11 MR. THAR: Okay. I felt almost like Charlie on the  
12 (inaudible.) I hope you're old enough to remember the song.

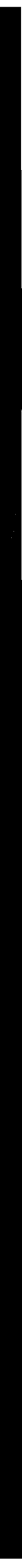
13 Mr. Trump, the commission is requiring as a condition,  
14 a bond that you carry of \$1 million as a condition of  
15 licensing; that you carry a \$1 million bond for residual  
16 things similar to the \$2 million bond we required for the  
17 first five years. Will you accept that condition as a  
18 condition of the license?

19 MR. TRUMP: Yes.

20 MR. THAR: And, Mr. Barden, we would expect the same  
21 from the Majestic Star. Will you accept that as a condition  
22 of your license?

23 MR. BARDEN: Yes.

24 MR. THAR: I will advise the commission that we have  
25 done an extensive investigation of both companies. We have



1 reports done by Sharlene Sullivan, a professor at Purdue  
2 University School of Business, advising with regard to the  
3 financial wherewithal of both of these companies. Those  
4 reports, I believe, indicated favorably towards each  
5 company. We've had background investigations of not only  
6 the companies but the individuals again. There is no reason  
7 to deny either company or the individuals involved in those  
8 companies a license based on suitability issues.

9 I'd also point out that of the various riverboats  
10 involved in the state of Indiana, the biggest risk was in  
11 Gary, Indiana. And I think from the commission's point of  
12 view and from the staff's point of view, we salute you  
13 gentlemen for the risk that you've taken and hope that you  
14 will continue to do what you have both done here, which is  
15 bring life to a city that no other company in the United  
16 States would attempt to help out.

17 So, with those observations, Mr. Chairman, that's all  
18 the questions and observations I have.

19 MR. VOWELS: There was an open question that was  
20 assigned to me back in the early days about the boats being  
21 aptly able to perform. I assume nothing has changed on Lake  
22 Michigan. You can still go out there as necessary?

23 MR. TRUMP: (Nodding head up and down.)

24 MR. VOWELS: Okay. Any other questions?

25 All right. Well, let's -- we'll take one at a time.





1 We'll start with Mr. Trump's boat. Is there a motion in  
2 reference to renewing the license?

3 DR. ROSS: I'd like to move that we renew the  
4 license -- is this for one man or two, the two Donalds?

5 MR. THAR: One at a time. Trump.

6 DR. ROSS: One at a time. Of Trump.

7 MS. BOCHNOWSKI: Second.

8 MR. VOWELS: Any further discuss? All in favor say  
9 "aye."

10 (Ayes -- all. Nays -- none.)

11 MR. VOWELS: Congratulations again, Mr. Trump.

12 All right. And then in reference to Majestic Star, is  
13 there a motion to renew or not renew?

14 MR. DARKO: I'll move to renew the license of Majestic  
15 Star.

16 MR. VOWELS: Is there a second?

17 DR. ROSS: Second.

18 MR. VOWELS: And that second was by Dr. Ross. All  
19 right. And is there any further discussion? All those in  
20 favor of renewing the license of Majestic Star say "aye."

21 (Ayes -- all. Nays -- none.)

22 MR. VOWELS: Congratulations, Mr. Barden.

23 (Applause.)

24 MR. THAR: Mr. Barden, we'll pick up with the  
25 Fitzgerald acquisition at a later date.



1 MR. BARDEN: All right. Thank you.

2 MR. VOWELS: And there being nothing further on today's  
3 agenda technically until tomorrow, we do not adjourn. We  
4 recess, and we will meet again tomorrow at 9:30 to take a  
5 look at Horseshoe.

6 (The hearing was  
7 recessed at 5:30 p.m.)

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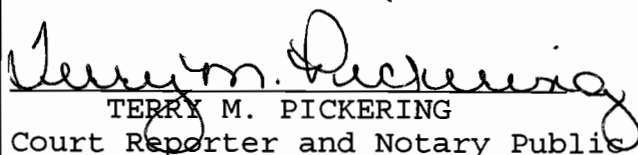
1 STATE OF INDIANA       )  
                                  )  
2 COUNTY OF PORTER       )

3  
4  
5                   REPORTER'S CERTIFICATE

6           I, TERRY M. PICKERING, do hereby certify and state the  
7 above and foregoing 162 pages is a true, correct, and complete  
8 transcript of the INDIANA GAMING COMMISSION PUBLIC HEARING, taken  
9 by me on said date, transcribed by me from my original stenotype  
10 notes, and reduced to typewriting by me.

11           I further certify that I am not related to, employed  
12 by, or interested in any party to this action.

13           IN WITNESS WHEREOF, I hereby affix my name and seal  
14 this 26th day of September, 2001.

15  
16  
17   
18 TERRY M. PICKERING  
19 Court Reporter and Notary Public

20 My commission expires August 30, 2007.

21  
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SEAL



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